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GOVERNMENT DOCUMENTS

THEATRE 55 FOUNDATION

Proposal to develop a theatre facility in the City of Hamilton

APPENDICES

September 1984

Woods Gordon
Management Consultants

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THEATRE 55 FOUNDATION

Proposal to develop a theatre facility in the City of Hamilton

APPENDICES

September 1984

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APPENDICES

1. Letter of Proposal

2. Report from Woods Gordon/Real Estate Section on the prospects of realty revenues from commercial rental of space in the renovated former Public Library Building.

3. Data on the 5 main performing groups in Hamilton

4. Data on arts groups in 5 communities

5. Data on arts facilities in 5 communities

6. Data on municipal and regional funding for 5 communities

7. Financial and technical information in regard to Hamilton Place Studio Theatre

8. Economic impact

9. Theatre Aquarius audited statements

10. Contacts made

Appendix One

The enclosed letter of November 29th., 1983 and January 30th., 1984 represent the terms of reference for this study.

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

Woods Gordon

Management Consultants
P.O. Box 251
Royal Trust Tower
Toronto-Dominion Centre
Toronto, Canada M5K 1J7
Telephone: (416) 864-1212
Telex: 06-23191

November 29th, 1983

Ms. Jenny Murphy
Business Manager
Theatre Aquarius
50 Murray Street West
Hamilton, Ontario
L8L 1B3

Dear Ms. Murphy:

As promised, I am writing to you with some suggestions as to how the two questions you raise might be answered and how we might help in the process.

Firstly, let me say that the broad thrust of what you are trying to do basically make sense. I also have a lot of respect for Don Moffat, whom I know well, and am therefore comfortable in the knowledge that the physical and architectural issues are being investigated properly.

However, the important questions in such a venture as you are undertaking are the operating ones. And the achievement of successful answers comes, I have found, from a carefully built interaction between a range of artistic and administrative talents.

It seems to me that the best way to answer your two questions:

- can Hamilton-Wentworth support an 800 seat theatre?
- can it be self sufficient?

is by a series of discussions and seminars with key individuals and groups, led by someone such as myself, combined with the production of basic market and demographic data.

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In other words, I don't think that it will be particularly helpful for you to spend $25,000 on a detailed, polished survey of user groups that gives you a file of attendance and use projections to two decimal places; such documentation has little or no bearing on whether or not the project will gain the commitment and energy needed to get it off the ground and assure it of success.

I do think that it would be valuable for you to have someone such as myself generate the answers to:

- which individual energies have taken Theatre Aquarius this far, and which individual energies are going to take it into the future?
- how is the current mix between artistic personnel/Board personnel and administrative personnel working?
- how reasonable are the projections centered in "a proposal to develop a theatre facility in the city of Hamilton", and how ought they to be modified in the light of extensive experience with the realities of theatre operations elsewhere?
- what will be the interaction between Hamilton Place and Theatre Aquarius?
- what are the detailed strategic steps to be taken to shepherd this vision through to reality?

A little about myself. I am currently undertaking a series of case studies for the Department of Communications of major Canadian arts institutions.

I am a Principal with Woods Gordon and head the Firm's arts and culture group. I have for a long time been an active member of the performing arts comunity in Canada. Among the roles I have played are:

- o as artistic director, founder and producer
  The Toronto Dance Festivals 1976, 1978
- o as managing director and producer
  - The Toronto Dance Theatre, 1973-1981
    (During this period, I personally acquired and raised the $1,500,000 needed for the permanent home of the Theatre)
- o as national council Board and Panel member
  - The Canada Council Arts Advising Panel, 1977-1982
  - Canadian Conference of the Arts, 1981-1983

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- o as arts group Board member:
  - Dance in Canada
  - C.A.P.D.O. (founder)
  - Toronto Dance Theatre
  - Toronto Dance Foundation
  - School of the Toronto Dance Theatre
  - Pauline McGibbon Cultural Centre
  - COMUS Music Theatre
  - ETHOS magazine

- o as author and commission chairman:
  - 'the future of the Canada council'; report of the Canada Council Arts Advisory Panel Task Force, 1978

- o as consultant:
  - Study of a 'village historique franco-ontarien'
  - Report on the feasibility of a cultural coliseum: City of Windsor
  - Feasibility study of a Centre for the Visual and Performing Arts: City of Ottawa
  - Study of library system: City of Cambridge
  - Study of a town performing arts centre: Town of Brampton
  - Study of a summer performing festival: Town of Picton
  - Study of the periodicals industry: Department of Communications
  - participated in the McKinsey Study of the Dance (1972)

The work proposed would be done by myself personally, though I would seek support from you and your colleagues in arranging meetings, expediting the obtaining of documents, and generally being available to take part in meetings.

My experience, in many successful operating theatrical ventures, is that results are achieved by a) the building of consensus and b) the determination to work towards sane, practically achievable goals. I believe I can help you develop the consensus process further and can also bring experience to bear on what is possible in the Hamilton-Wentworth market and on proposed operating projects, costs and revenues.

Yours truly,

Dr. Roger Jones
Principal

A MEMBER OF ARTHUR YOUNG INTERNATIONAL

Woods Gordon

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Toronto, Canada M5K 1J7
Telephone: (416) 864-1212
Telex: 06-23191

January 30, 1984

Mr. Alexander Adam
President
Theatre Aquarius
c/o Stelco Inc.
Purchasing Department
P.O. Box 2030
Hamilton, Ontario
L8N 3T1

Dear Mr. Adam:

As promised at our meeting, I am writing to outline our understanding of the needs of the Theatre 55 Foundation, and to describe how we would go about assisting in meeting them.

Background

Theatre Aquarius, founded as Hamilton's regional professional theatre in 1973, has developed a substantial range of theatrical services and programs since then, as well as a substantial audience.

The company is now at a stage where it is ready for a more permanent home, in a medium sized theatre, where it can

- develop a season of significant duration
- have priority use of the theatre
- have adequate rehearsal facilities
- have complete production facilities

In May, 1983, Hamilton City Council approved a proposal to develop the former Main Library Building and adjacent parking lot into an 800 seat theatre for Hamilton and Region.

This would bring together in a cultural and touristic district the Main Library Building, Hamilton Place, the Art Gallery and the Hamilton Convention centre.

Before this can happen, there are number of questions here to be addressed and answered very carefully.

1. Can the proposed theatre complex be run in a way that removes the need for any public operating subsidy?

   The present conception for the remodelled use of the former Main Library involves a number of facilities, including a main Auditorium (800 seats), a Rehearsal Hall/Mini Theatre (2,500 sq. ft., which could accommodate up to 100), rehearsal and production facilities (from new construction on 38,000 sq. ft. behind the old building), a substantial (10,000 sq. ft.) area for community arts and cultural organizations, administrative space, a restaurant and lobbies.

   This is a large building. To use this amount and number of spaces properly, will, first of all, require active programming. There will be costs associated with running and maintaining the complex, and these can only be covered by making sure that as many of the facilities as possible are used as often as possible by a paying public. Careful plans need to be laid for the use of each space over the year in a way that keeps it busy and bringing in money.

   To generate such a plan, we would need to work closely with all potential users (including the prime user, Theatre Aquarious) and with Theatre 55 Foundation (the developer of the complex).

   The goal of this work would be:

   - what are all the activities that could take place over the year?; what are their priorities?; how do they fit together?

   - how much net revenue can these activities contribute to the complex?

   - which are the operating and overhead expenses of the complex?

   - can they be met by the revenue?

   For all of the potential activities in the building, we will have to reach judgement with the degree they are likely to be able to pull off their plans, and therefore ideally come up with a net revenue contribution.

This is particularly true for the Theatre Aquarius.

Our second main question is:

2. What will be the impact on Theatre Aquarius of the move to the new complex?

Theatre Aquarius has an excellent record and reputation, and its plans are exciting. It must be kept in mind, however, that the surer it can be about the prospects for its operations in the new complex, the easier its transition will be. It is extremely rare, in the history of the Canadian arts, that a professional theatre company makes the transation to a new, permanent home without a fair deal of difficulty. This is because the demands put on it change drastically once it moves.

We believe that the transitions can be smoothed if as thorough answers as possible are found to the following questions:

- what will the likely audience be?

- what promotional effort (with associated cost) will be needed to achieve it?

- what artistic and administrative organization will be needed for Theatre Aquarius?

- what management and administration will be needed for the complex?
  - o what are the alternative strategies?

- exactly how will Theatre Aquarius interact with Theatre 55 Foundation?
  - o who makes decisions in what areas?
  - o who has responsibility for what?
  - o who has priority where?

- what is the reasonable net revenue contribution that Theatre Aquarius can be expected to make to the complex?

As you can see, all the above issues and questions are operating questions, since, in the long run, we believe that they are much more important than the capital questions.

We would however, want to take a look, with Don Moffat, at the capital cost estimates; our chief concern would be to determine the most realistic source of capital revenue and the most practical implementation plan

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aimed at realizing it. We would want to talk in some detail to key funding agencies, among other sources of revenue.

Without question, strong involvement from as many elements of the community as possible in the complex will be central to getting it off the ground.

The Chart opposite indicates conceptually how we would go about addressing the issues.

There would have to be numerous interviews and meetings with interested parties. As I mentioned to you last Wednesday, we regard this kind of work as being consensus building as much as analytical. The purpose of the excercise is to get the true, objective facts, but also build an awareness of the potential of the project in everyone who has a potential contribution to make, whether at the political, artistic, administrative, financial or community level.

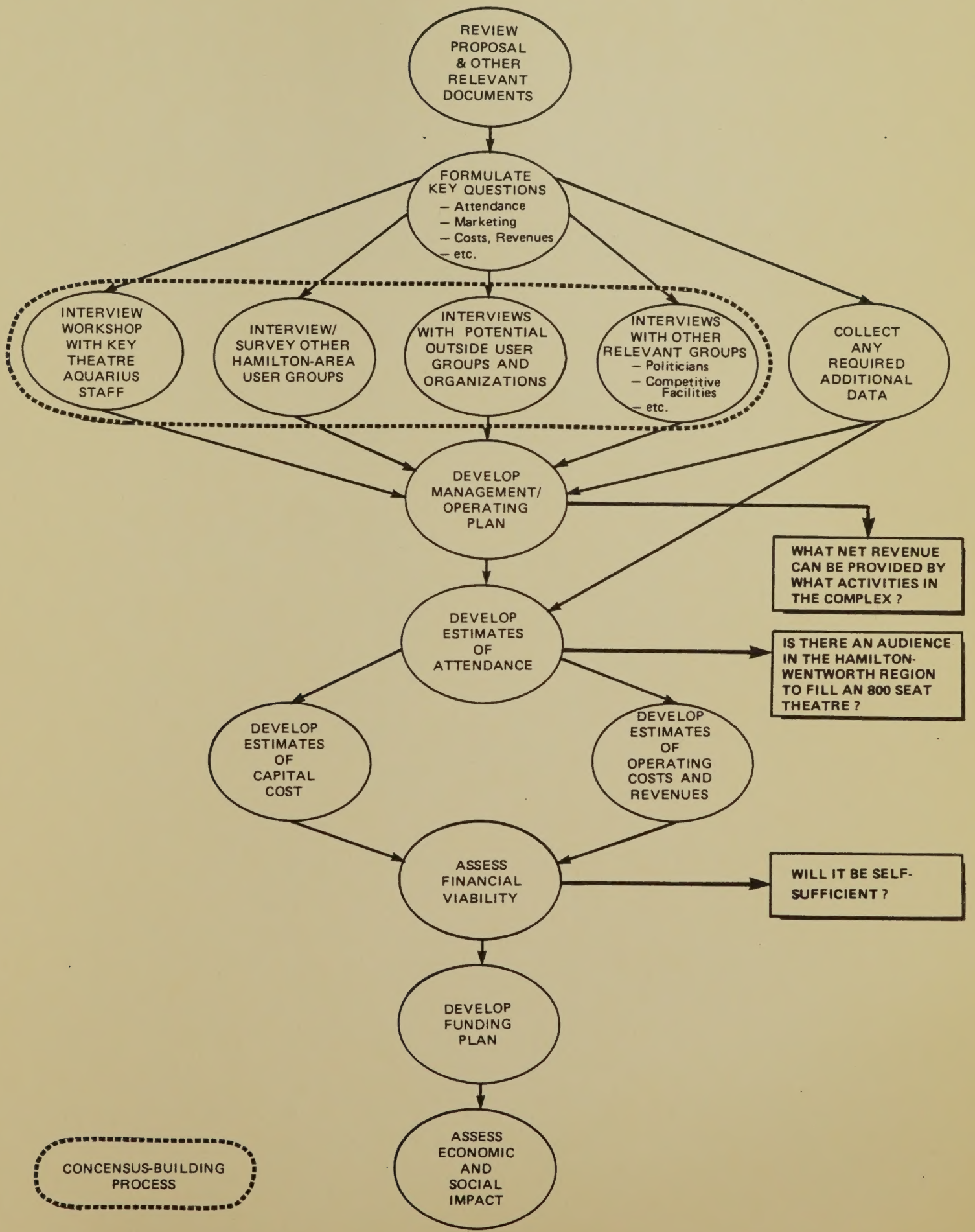
We estimate that it would take 3 months to do this work, that about 490 hours of consulting time would be involved, and that our fees and out-of-pocket expenses would be of the order of $27,000 and $3,000 respectively.

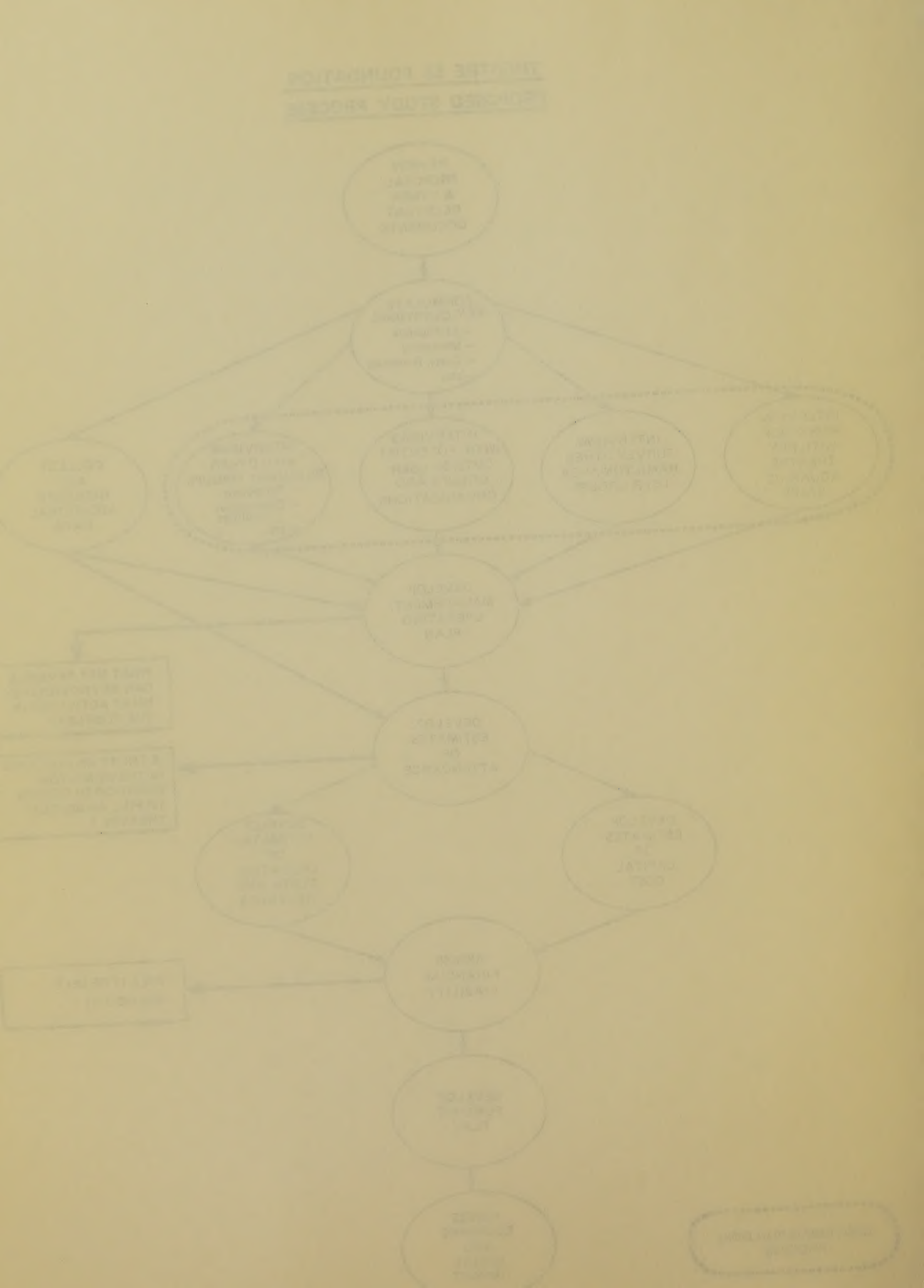
I would be happy to elaborate further on this proposal at your convenience.

Yours truly,

Dr. Roger Jones
Principal

THEATRE 55 FOUNDATION
PROPOSED STUDY PROCESS


REVIEW PROPOSAL & OTHER RELEVANT DOCUMENTS
FORMULATE KEY QUESTIONS
– Attendance
– Marketing
– Costs, Revenues
– etc.
INTERVIEW WORKSHOP WITH KEY THEATRE AQUARIUS STAFF
INTERVIEW/ SURVEY OTHER HAMILTON-AREA USER GROUPS
INTERVIEWS WITH POTENTIAL OUTSIDE USER GROUPS AND ORGANIZATIONS
INTERVIEWS WITH OTHER RELEVANT GROUPS
– Politicians
– Competitive Facilities
– etc.
COLLECT ANY REQUIRED ADDITIONAL DATA
DEVELOP MANAGEMENT/ OPERATING PLAN
WHAT NET REVENUE CAN BE PROVIDED BY WHAT ACTIVITIES IN THE COMPLEX ?
DEVELOP ESTIMATES OF ATTENDANCE
IS THERE AN AUDIENCE IN THE HAMILTON-WENTWORTH REGION TO FILL AN 800 SEAT THEATRE ?
DEVELOP ESTIMATES OF CAPITAL COST
DEVELOP ESTIMATES OF OPERATING COSTS AND REVENUES
ASSESS FINANCIAL VIABILITY
WILL IT BE SELF-SUFFICIENT ?
DEVELOP FUNDING PLAN
ASSESS ECONOMIC AND SOCIAL IMPACT
CONCENSUS-BUILDING PROCESS



Appendix Two

A review of commercial rental rate prospects for the renovated Public Library building was undertaken by the real estate division of Woods Gordon.

INTERNAL CORRESPONDENCE

TO: Dr. Roger Jones (name) — 30th Floor (location)

FROM: Terry Strom (name) — 30th Floor (location)

DATE: August 31, 1984 (name) — (location) (extension)

RE: Hamilton Theatre Aquarius

I have done a review of rental rates for the renovated office space and restaurant in the Library by contacting:

A.E. LePage

Alex Murray Real Estate, and

Woods Gordon/Real Estate

Humphreys, McCaw.

Their comments indicate rental rates for the space as follows:

Upper floor office space:

$8.00 - $10.00 per sq. ft. gross less taxes and *operating costs of $3.00 - $3.50 per sq.ft. and no tenant improvement allowance (although the cost of tenant improvements such as Carpeting may have to be borne by the landlord and regained as extra rent in the lease). This equates to about $5.00 per sq. ft. net.

$9.50 - $10.50 per sq. ft. net but having to pay a non-recoverable one-time cost $7 - 10 per sq. ft. in tenant improvements which would reduce the net rent to equivalent to about $7.50 net.

less than $12.00 gross less $4.50 taxes and operating.

Basement office space:

$5.00 - $6.00 per sq.ft. gross less taxes and operating expenses of $3.00 - $3.50 to yield about $2.00 net.

$10.00 - $11.00 gross less taxes and operating of $4.00 - $4.50 for a net of about $6.00 less $3.00 - $5.00 per sq.ft. in tenant improvements which equates to $4.80 net.

not good space so doesn't know what it could lease for.

The restaurant space for a good facility:

$6.00 - $8.00 per sq.ft. net plust percentage rents on gross sales.

$8.00 - $9.00 net

$20.00 - $5.00 net
$10.00 net but not a good location for a prestige restaurant

All of the above rents are dependent on parking being available on site.

As you can see the ranges of estimate are quite wide. We estimate rents after providing $6.00 for operating expenses*, as follows:

Upper Floor office	$5.00 - $7.50 net per sq.ft.
Basement office	$2.00 - $4.00 net per sq.ft.
Restaurant	$6.00 - $9.00 net per sq.ft.

*Operating expenses include light, heat, cleaning, security, maintenance, insurance.

Appendix Three

This appendix summarizes information on the five main performing groups in Hamilton

Theatre Aquarius, 1983/84 season

Events:	5 subscription productions and other events
Attendance:	31,500 (25,000+ from subscriptions)
Ticket price range:	$6.50 to $15.00
Subscription level:	5,050

Hamilton Philharmonic Orchestra, 1983/84 season

Events:	47	subscription events
	28	performances as support to other organizations
	14	full orchestra performances in schools
	98	chamber performances in schools
	7	performances in Toronto
	4	other
	191	
Attendance:	123,297	
Ticket price range:	a)	9.00 to 17.50 per event for major series
	b)	5.00 to 9.00 per event for smaller series
Maximum subscription for any event:	1,850 (size of house)	
Number of Subscribers to various events:	5,854	

Opera Hamilton, 1983/84 season

Events:	2 productions at Hamilton Place (2 performances at each, 1 television production of each) ("Rigoletto" and "Le Nozze di Figaro")
Attendance:	7,000
Single Ticket price range:	$13.50 to $30.00
Subscription price range: (2 production)	$24.00 to $60.00
Subscription level:	1,415

Hamilton Theatre Incorporated, 1983/84 season

Events:	2 productions:	a) :	8 performances at Sir John A. Macdonald Auditorium
		b) :	10 performances at Sir John A. Macdonald Auditorium
			3 performances at Hamilton Place
Attendance:		18,900	
Ticket price range:		$8.00 to $10	
Subscription level		2,015	

Players' Guild, 1983/84 season

Events:	5 major shows, plus other events (summer cabaret, etc.)
Attendance:	16,000 est.
Ticket price range:	$5.00 to $7.00 single tickets $20 to $26 for 5 show subscription
Subscription level : (2 production)	2,200

Appendix Four

Telephone interviews were conducted with arts groups in Hamilton, London, Windsor, St. Catharines and Kitchener to investigate the degree of arts group activity in cities comparable to Hamilton.

These interviews are here summarized.

Arts Group Profile

Date contacted: March - July 1984

Group Name: Theatre Aquarius

Location: Hamilton, Ontario ,

Contact Person: Peter Mandia

Phone: (416) 522-7529

1. Type of performance. Profile of who they are, what they do.

   Professional theatre company

2. What is the size of your annual budget?

   $673,929 (1982/83)

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

5. How many people (on average) attend each performance?

   290

6. What geographical areas do you perform in?

   Hamilton

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   $6.50 to $15.00

Arts Group Profile

Date contacted: several, March - July, 1984

Group Name: Hamilton Philharmonic Orchestra

Location: Hamilton, Ontario

Contact Person: Paul Eck, General Manager

Phone: (416) 526-8800

1. Type of performance. Profile of who they are, what they do.

   Professional symphony orchestra

2. What is the size of your annual budget?

   $1,764,123 (1982/83)

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

   191

5. How many people (on average) attend each performance?

   - varies, because of different locations
   - 90% for Great Hall performances

6. What geographical areas do you perform in?

   Hamilton

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   $9.00 to $17.50 per event for major series
   $5.00 to $9.00 per event for smaller series

Arts Group Profile

Date contacted: March - July, 1984

Group Name: Opera Hamilton

Location: Hamilton, Ontario

Contact Person: Ruth Slater/Steven Thomas

Phone: (416) 527-7627

1. Type of performance. Profile of who they are, what they do.

   Professional opera

2. What is the size of your annual budget?

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

   4 (+ 2 television recordings)

5. How many people (on average) attend each performance?

   1,750

6. What geographical areas do you perform in?

   Hamilton

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   Single tickets: $13.50 to $30.00

Arts Group Profile

Date contacted: July 18, 1984

Group Name: Hamilton Theatre Incorporated

Location: Hamilton, Ontario

Contact Person: Pat Hammond

Phone: (416) 549-2911
(416) 522-1715

1. Type of performance. Profile of who they are, what they do.

   Amateur music theatre

2. What is the size of your annual budget?

   Approximately $90,000

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   2 productions, with 8 to 10 performances of each, plus other smaller events

5. How many people (on average) attend each performance?

   750 (capacity of Sir John A. Macdonald Auditorium)

6. What geographical areas do you perform in?

   Hamilton

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   $8 to $10

Arts Group Profile

Date contacted: May 11, 1984
July 20, 1984

Group Name: Players' Guild

Location: Hamilton, Ontario

Contact Person: Dan Penrose

Phone: (416) 528-2511
(416) 528-3641

1. Type of performance. Profile of who they are, what they do.

   Amateur theatre

2. What is the size of your annual budget?

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   5 productions with 5 performances of each plus other smaller events

5. How many people (on average) attend each performance?

   700

6. What geographical areas do you perform in?

   Hamilton

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   $5.00 to $7.00 Single tickets
   $20.00 to $24.00 for 5 Subscription series

Arts Group Profile

Date contacted: 7/24

Group Name: Grand Theatre Company

Location: London, Ontario

Contact Person: Ann Tanner, Communications Director

Phone: (519) 672-9030

1. Type of performance. Profile of who they are, what they do.

   - Variety of class and modern theatre
   - Winter season of adult plays
   - "Regional Theater"

2. What is the size of your annual budget?

   $2.5 million (1984-85)

3. Is your group professional or amateur?

   Professional since 1970

4. How many performances do you give a year?

   6 performances - 3 weeks each; possible 4th
   3 McManus - 3 weeks each; possible 4th

5. How many people (on average) attend each performance?

6. What geographical areas do you perform in?

   London only, but people drive in from surrounding towns (within <u>one</u> hour drive in any direction from city)

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   Adults 30-55-60
   Wednesday matinees - high school student
   Appeal to wide variety

8. What is the price range for tickets to your performances?

   $7.00 - $18.00

Arts Group Profile

Date contacted: 7/23/84

Group Name: London Community Players

Location: London, Ontario

Contact Person: Mrs. Cora Illes, Ex-President

Phone: (519) 657-0255

1. Type of performance. Profile of who they are, what they do.

   generally popular 3 act plays - such as Neil Simon
   some Canadian plays, plays written by members

2. What is the size of your annual budget?

   $30,000 - $35,000 - includes expenses of running and maintaining Gallery Theatre

3. Is your group professional or amateur?

   amateur

4. How many performances do you give a year?

   9 (7 nights each + 1 preview + 1 handicap preview)

5. How many people (on average) attend each performance?

   80 - 85

6. What geographical areas do you perform in?

   London; also put on a production for the United Empire Loyalists and as a result have ben asked to perform at community events all around Ontario, including Toronto, Ottawa

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   broad cross section
   attracts arts community who attend Theatre London shows but also students and seniors who can't afford professional theatre

8. What is the price range for tickets to your performances?

   $5 - $6

Arts Group Profile

Date contacted: 7/24/84

Group Name: Orchestra London

Location: London, Ontario

Contact Person: Susan Ross, General Manager

Phone: (1) 679-8558

1. Type of performance. Profile of who they are, what they do.

   1983 - 1984 - various series
   main series
   sinfonia series - chamber group
   2 pop series
   children series
   coffee series, brunch series, 4 special concerts

2. What is the size of your annual budget?

   $1.3 million

3. Is your group professional or amateur?

   professional

4. How many performances do you give a year?

   1983/1984: 8 series - 33 productions - 46 performances

5. How many people (on average) attend each performance?

   n/a

6. What geographical areas do you perform in?

   London and S.W. Ontario

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   varies by series - $2 - $27.50 - childrens, schools the cheapest

1983 - 1984 Season

Series	Productions	Performances (each concert)
Main	7	2
Symphonia - Chamber Group	5	1
Pop	3	2
Pop	2	2
Childrens	5	1
Coffee	3	1
Brunch	4	1
Special Series	4	1

for more information can call:

1. Ontario Federation of Symphony Orchestras
2. Association of Canadian Orchestras
3. Council for Business and the Arts (Arnold Edinborough)

Arts Group Profile

Date contacted: June 29, 1984

Group Name: Windsor, Symphony

Location: Windsor, Ontario

Contact Person: Marilyn Krause

Phone: (519) 254-4337

1. Type of performance. Profile of who they are, what they do.

   Professional Symphony Orchastra

2. What is the size of your annual budget?

   $410,000

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

   25

5. How many people (on average) attend each performance?

   900

6. What geographical areas do you perform in?

   Windsor

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

   $6.00 to $14.00

Arts Group Profile

Date contacted: June 3 1984

Group Name: Windsor Light Opera

Location: Windsor, Ontario

Contact Person: Eric Skelton

Phone: (519) 948-3619

1. Type of performance. Profile of who they are, what they do.

   Light music theatre

2. What is the size of your annual budget?

   of order of $50,000 per production; annual is $120,000

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   2 productions per year, 7 performances of each, plus Players' productions of 4 to 5 performances in a localk high school

5. How many people (on average) attend each performance?

   1,000

6. What geographical areas do you perform in?

   Windsor

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   Tends to be an older audience

8. What is the price range for tickets to your performances?

   $7.00 to $8.50

Arts Group Profile

Date contacted: July 11, 1984

Group Name: Windsor Classic Choral

Location: Windsor, Ontario

Contact Person: Richard Householder

Phone: (519) 253-4232

1. Type of performance. Profile of who they are, what they do.

   Music choirs

2. What is the size of your annual budget?

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   4

5. How many people (on average) attend each performance?

6. What geographical areas do you perform in?

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

8. What is the price range for tickets to your performances?

Arts Group Profile

Date contacted: 7/24/84

Group Name: Shaw Festival

Location: Niagara on the Lake, Ontario

Contact Person: Stephanie Kerr, Asst. to the Director of Communications

Phone: (1) 468-2153

1. Type of performance. Profile of who they are, what they do.

   Festival of Plays - Bernard Shaw and his contemporaries -
   - Thornton Wilder
   - Noel Coward

2. What is the size of your annual budget?

   $5 million

3. Is your group professional or amateur?

   professional

4. How many performances do you give a year?

   approx. 800 performances in the season (May 1 - mid Oct.)
   productions - Festival - 4 Royal George - 1
   - Courthouse - 2 Lunchtime - 5
   + numerous other small events

5. How many people (on average) attend each performance?

   varies - Festival Theater, holds 800 : 80% booked
   - Royal George, holds 360 : 99% booked
   - Courthouse, holds 300 : 80% booked

6. What geographical areas do you perform in?

   primarily Niagara on the Lake
   after season - several shows will be touring:
   Musical "Roberta" will tour Ontario,
   Farce will tour London and Montreal,
   a show will play at Royal Alex. in Toronto

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   geo - a lot from Toronto, Niagara Peninsula; people also come from Hamilton, London, Buffalo, Rochester; 22% American
   socio-economic - $40,000 +, over 35; trying to appeal to a wider base, younger

8. What is the price range for tickets to your performances?

   $5 lunch tickets to $27.50 (best seats in Festival Theatre)

Arts Group Profile

Date contacted: 7/24/84

Group Name: Garden City Productions

Location: St. Catharines, Ontario

Contact Person: Joy Hayward, on Board of Directors

Phone: (1) 682-8326

1. Type of performance. Profile of who they are, what they do.

   2 musicals per year - spring and fall

2. What is the size of your annual budget?

   average budget - $35,000

3. Is your group professional or amateur?

   amateur

4. How many performances do you give a year?

   2 productions - 11 to 13 performances per production

5. How many people (on average) attend each performance?

   300 (60% of capacity for Brock Centre playhouse)

6. What geographical areas do you perform in?

   St. Catharines

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   cross section of public
   few teenagers
   some children w/parents - mostly 20+
   mix of white collar/blue collar
   have people drive in from Welland, Hamilton, Oakville, Burlington

8. What is the price range for tickets to your performances?

   $5.00 - $10.00
   (children)

Arts Group Profile

Date contacted: 7/24/84

Group Name: Carousel Players

Location: St. Catherines, Ontario

Contact Person: Judy Porter

Phone: Asst. Tour Manager

1. Type of performance. Profile of who they are, what they do.

   Childrens Theatre - Grades 1-13
   Participation Plays at school
   Grades 1-6 (all over province)
   Main Stage Plays (Christmas, June - 1-6)
   One annual touring show (grades 9-13)

2. What is the size of your annual budget?

   1984 - 1985 (Sept. - May) - $290,000

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

   1983/1984 - 3 productions - 304 performances
   (sometimes 2 simultaneously)

5. How many people (on average) attend each performance?

   varies - participation plays - 200 maximum
   (5 plays - each 40 students)
   generally get about that
   main stage plays generally to house capacity

6. What geographical areas do you perform in?

   all over Ontario

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   Grades: Kindergarten - 13

8. What is the price range for tickets to your performances?

   school performances - sell performance to schools
   price range from $225 (participation) to $350 (Grades 7-13)
   Main stage plays - $3.00/ticket

Arts Group Profile

Date contacted: 7/25/84

Group Name: Fire Hall Summer Players

Location: Niagara Falls

Contact Person: Tom Manley, Bookkeeping and Publicity

Phone: (1) 356-4953

1. Type of performance. Profile of who they are, what they do.

   1) Drama) summer only
   2) Comedy - Musical) -

2. What is the size of your annual budget?

   $13,500

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   2 shows x 6 = 12

5. How many people (on average) attend each performance?

   90% musical)
) x 155 seats
   4% drama)

6. What geographical areas do you perform in?

   Niagara Falls

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   Niagara Falls + area
   primarily adults and seniors

8. What is the price range for tickets to your performances?

   $4 - $4.50

Arts Group Profile

Date contacted: 7/25/84

Group Name: Niagara Falls Music Theatre Society

Location: Niagara Falls

Contact Person: Josie Delazzari, President of Society

Phone: (1) 357-1990

1. Type of performance. Profile of who they are, what they do.

   1 musical
   2 comedy/drama/thriller

2. What is the size of your annual budget?

   $1 - $5 thousand dollars
   funded solely by ticket sales/fund raising events

3. Is your group professional or amateur?

   Amateur

4. How many performances do you give a year?

   3 x 6 = 18

5. How many people (on average) attend each performance?

   150 capacity - 80% average

6. What geographical areas do you perform in?

   Niagara Falls

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   - mixed blend of audience
   - Niagara Falls and St. Catharines

8. What is the price range for tickets to your performances?

   $5

Arts Group Profile

Date contacted: 7/25/84

Group Name: Niagara Symphony

Location: Niagara Falls

Contact Person: Ian Spraggon, General Manager

Phone: (1) 685-7358

1. Type of performance. Profile of who they are, what they do.

   Symphony orchestra

2. What is the size of your annual budget?

   $300,000

3. Is your group professional or amateur?

   Professional

4. How many performances do you give a year?

   19

5. How many people (on average) attend each performance?

   550

6. What geographical areas do you perform in?

   tour whole Niagara Region - Welland, Grimsby, Niagara Falls
   St. Catharines

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   Age - 45+
   mostly retirement age
   above average educations

8. What is the price range for tickets to your performances?

   $6.50 - $12.00

Arts Group Profile

Date contacted: 7/24/84

Group Name: Press Theatre

Location: St. Catharines, Ontario

Contact Person: Mary Felice, Theatre Administrator

Phone: (1) 684-1133

1. Type of performance. Profile of who they are, what they do.

   contemporary plays - North American and European

2. What is the size of your annual budget?

   $260,000

3. Is your group professional or amateur?

   professional

4. How many performances do you give a year?

   5 productions x 8 times = 40
   Brock Centre for the Arts - Playhouse (520 seats)

5. How many people (on average) attend each performance?

   30 - 100 (!)

6. What geographical areas do you perform in?

   St. Catharines

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   70% University Education
   Average age between 35 and 45

8. What is the price range for tickets to your performances?

   $8 - $10

Arts Group Profile

Date contacted: 7/25/84

Group Name: Kitchener Waterloo Symphony

Location: Kitchener

Contact Person: Caroline Oliver, General Manager

Phone: (1) 445-4711

1. Type of performance. Profile of who they are, what they do.

   - varied performances - main classical series, Chamber music, plays, romantic repertoire
   - do children's concerts both in theatre and in schools
   - hired by other organizations to play - chorale music and for opera, ballet

2. What is the size of your annual budget?

   $1.3 million

3. Is your group professional or amateur?

   professional

4. How many performances do you give a year?

   50 (does not include mini concerts in schools and performances for other organizations)

5. How many people (on average) attend each performance?

   varies - 200 chamber
   1,000 classical series
   3,400 pop series

6. What geographical areas do you perform in?

   primarily Kitchener - Waterloo + nearby communities
   have held some performances in Guelph

7. Who is your audience? Age? Socio-Economic/Ethnic profile?

   large senior attendance
   80% University educated (16% in general population), professional, above average household incomes

8. What is the price range for tickets to your performances?

   $4.50 (children's tickets to children's performances) to $19.00

Appendix Five

Telephone interviews were conducted with the managers of facilities in Hamilton, London, Windsor, St. Catharines and Kitchener to investigate the degree of arts group activity in cities comparble to Hamilton.

These interviews are here summarized.

Theatre Profile

Date Contacted: 7/16/84

Theatre Name: Mohawk College, Mohawk Theatre

Location: Hamilton, Ontario

Contact Person: Laura McFadden, Reservations Officer

Phone: (416) 575-2184

1. Number of seats. 1,061 (711 orchestra + 350 balcony)

2. How often is the theatre used (in a year)?

225 days	50 days of this in set-up
2/3 students (150)	summer available but very quiet
1/3 comm. (75)	renovations

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

student schedule takes priority
extra time available to community groups
users - ethnic groups (Ukranian, Dutch, Lithuanian), tourist Boards, religious groups, childrens groups
only regular user is Hamilton Philharmonic for rehearsals

4. What are the arrangements for use?
Box office extra?
Front of house extra?
Technical extra?

rental
everything extra - technical (must use (non-union) chief technician, can bring in own technicians to work under him)
tickets
front of house - can bring in own
set-up charge
parking (is free on weekends Fri. night - Sun.)

box-office: have one, not manned. Little use by community groups, who usually sell tickets on their own. Free if they want to use day of event; charge if they want to use more.

5. What degree of sophistication do facilities have? Sound? Lighting?

sophisticated

6. What is the ticket price range for performances at this theatre?

most community performance in $7 - $10 price range

Theatre Profile

Date Contacted: 7/17/84

Theatre Name: Westdale Secondary School Auditorium

Location: Hamilton, Ontario

Contact Person: Kevin Brown, Assistant Principal

Phone: (1) 522-1387

1. Number of seats. 988 fixed

2. How often is the theatre used (in a year)?

   65-70% usage in Sept.-June = 170 Days no summer use
   60% school = 102 Days
   40% rentals = 68 Days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   school - drama group, assemblies
   rentals - community groups
   a lot of ethnic shows/festivals

   audience-based on show last year rented by Greek, Scottish, Lithuanian groups, etc.

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   - rentals from Board of Education (keep schedule of when school is not using)
   - rentals - include auditorium, plus user has to hire stage crew + equipment if they want to use lighting + P.A. system (students)
   - box office available for day of show
   - no front of house

5. What degree of sophistication do facilities have? Sound? Lighting?

   medium
   fixed seat, lighting, P.A, system

6. What is the ticket price range for performances at this theatre?

   no idea
   whatever group renting wants to charge

Theatre Profile

Date Contacted: 7/17/84

Theatre Name: Sir John A. MacDonald Secondary School

Location: Hamilton, Ontario

Contact Person: Mr. Kelterborn, Admin. Asst.,
Business Administration Dept. of Board of Educations

Phone: (1) 527-5092 X208

1. Number of seats. 776

2. How often is the theatre used (in a year)?

   Approximately 250 - 1/2 student and 1/2 community
   closed June-August

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   99.9% non-commercial
   primary users:
   - Players Guild (60 times last year for rehearsals and performances - drama)
   - Hamilton Theatre Incorporated (40 times rehearsals and performances - musicals)

   occasional use - other community groups

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   $125 - $175 - 4 hrs/non-commercial
   $300 - commercial
   includes cloakroom, stage technician, use of technical equipment, bar, box office (day of show)
   groups bring other technicians, front of house support

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated

6. What is the ticket price range for performances at this theatre?

   doesn't know
   under $10 - can check with groups
   (see profiles of Players' Guild and HTI)

Theatre Profile

Date Contacted: 7/17/84

Theatre Name: McMaster University, Robinson Theatre

Location: Hamilton, Ontario

Contact Person: Pat Young, Administrative Coordinator

Phone: (1) 525-9140
X4660 or X4661

1. Number of seats. 186

2. How often is the theatre used (in a year)?

   Totally booked September to April (210 Days - closed Dec.)
   summer - renovations, some rentals

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Audience - 50% students, 50% other

   2/3rd students use:
   Performances - Student productions (2) - 18 Days
   Lunch hour productions (8) - 24 Days
   (Drama classes)
   McMaster Musical Theatre - 9 Days
   6 Professional Performances - 6 Days
   rest of time - rehearsals, occasional rentals for associations, conventions

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   - rental includes space plus 4 hours technical (extra technical is more)
   - separate box office n.a.
   - rentals can set up table or sometimes sell tickets though separate ticket wicket on campus

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated

6. What is the ticket price range for performances at this theatre?

   professional - $5.00 - $7.00
   in-house - $3.00 - $5.00

   Note: respondent said unwritten mandate is that their productions are less commercial than those at other Hamilton Theatres (Hamilton Place. Try to present vehicles community not likely to see elsewhere. This year professional performances included a Japanese mime and a classical Indian dancer.

Theatre Profile

Date Contacted: May 22, 1984

Theatre Name: Hamilton Place - Great Hall

Location: Hamilton, Ontario

Contact Person: Tom Burrows, General Manager

Phone: (416) 525-3100

1. Number of seats. 1,957 to 2,181

2. How often is the theatre used (in a year)?

   of the order of 200 events (mostly music)

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   - Symphony
   - Opera
   - A lot of community events (Salvation army band, barber shop events etc.)
   - Road shows (musicals, light entertainment)
   - Some meetings use

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   - Varied
   - Mainly rented through various contacts

5. What degree of sophistication do facilities have? Sound? Lighting?

   - Sophisticated (fully equipped professional facility)

6. What is the ticket price range for performances at this theatre?

   Varied, up to $30.00

Theatre Profile

Date Contacted: May 22, 1984

Theatre Name: Hamilton Place - Studio

Location: Hamilton, Ontario

Contact Person: Tom Burrows, General Manager

Phone: (416) 525-3100

1. Number of seats. 327

2. How often is the theatre used (in a year)?

   180 + events

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   - Theatre Aquarius
   - Other community usage
   - Some minor touring usage

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   - Varied
   - Rental by various contracts

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated for a free form space without permanent stage design

6. What is the ticket price range for performances at this theatre?

   Varied
   Up to $15.00

Theatre Profile

Date Contacted: 7/24

Theatre Name: Grand Theatre

Location: London, Ontario

Contact Person: Ann Tanner, Communications Director

Phone: (519) 672-9030

1. Number of seats. Orchestra - 430 + 29 Pit
   Balcony 370

   Total 829 (including pit)

2. How often is the theatre used (in a year)?

   270 Days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Company operates Sept. - May exclusively
   May - August - dark. trying to increase rentals. (in the past, under Paul Eck, was quite active during this period)

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

5. What degree of sophistication do facilities have? Sound? Lighting?

   Sophisticated

6. What is the ticket price range for performances at this theatre?

   $7.00 - $18.00

Theatre Profile

Date Contacted: 7/23

Theatre Name: Aeolian Town Hall

Location: London, Ontario

Contact Person: Mr. Jeffrey, per his secretary (Mr. Jeffrey was out of town. I spoke to his Sect - Elizabeth)
Phone: (519) 672-7950

1. Number of seats.

   No fixed seating
   Set-ups to 225

2. How often is the theatre used (in a year)?

   200

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Occasional receptions - 95% of time for concerts

   Fanshawe Community Orchestra
   Local Chamber Groups
   CBC have used for recording radio series
   Music teachers for recitals

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   Rentals on sliding scale by ability to pay
   No extra charges - owner (Mr. Jeffrey) accomodating
   Technical help, chair set up, ticket taking - artist/group either brings own or owner provides

5. What degree of sophistication do facilities have? Sound? Lighting?

   Sophisticated facilities for a small hall - lighting - dimmers - spot

   New high quality sound equipment

6. What is the ticket price range for performances at this theatre?

   $1.00 - $$6.00

Theatre Profile

Date Contacted: 7/23/84

Theatre Name: Gallery Theatre

Location: London, Ontario

Contact Person: Mrs. Cora Illes, Ex-President

Phone: (519) 657-0255

1. Number of seats. 99

2. How often is the theatre used (in a year)?

   do not rent out - constant use for performances or rehearsals of London Community Players

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   London Community Players - see profile

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   no rentals
   volunteers for technical, box office (day of performance),
   ushering services are only outside service - use Theatre London box office for advance sales

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated (for an amateur group)
   $5 - $6 thousand dollars in lights

6. What is the ticket price range for performances at this theatre?

   $5 - $6

Note: group considering buying a large bldg. which would be used for rentals as well.

Theatre Profile

Date Contacted: 7/19/84

Theatre Name: Centennial Hall

Location: London, Ontario

Contact Person: Art Lawson, Manager

Phone: (519) 672-1967

1. Number of seats.

Orchestra	1,250
Balcony	604
Total	1,854

2. How often is the theatre used (in a year)?

   250 Days - 25% for performing arts events

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Performing Arts - Orchestra London - regular user
   also Fanshawe College Choir, London Pro Musica, Roger Whittaker, rock concerts, variety shows, ethnic concerts

   Other 75% of time - dances, weddings, craft and trade shows, wrestling and sports

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   rental for hall only. 2 rates: profit and non-profit
   non-profit rates start at $600
   all other options available, and extras - box office
   (including
   advance sales, front of house services, technical services)

5. What degree of sophistication do facilities have? Sound? Lighting?

   Low - no lighting, P.A. system only
   rock concerts bring own

6. What is the ticket price range for performances at this theatre?

   varies
   choirs - $6.00 + to Roger Whittaker $18.00

Theatre Profile

Date Contacted: 7/23/84

Theatre Name: University of Western Ontario, Talbot Theatre

Location: London, Ontario

Contact Person: Ms. Bornstein, Manager of Performing Arts Series and Administrative Officer for Talbot Theatre

Phone: (519) 679-3020

1. Number of seats.

orchestra	276
balcony	94
Total	340

2. How often is the theatre used (in a year)?

   150 Days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   60% - University
   40% - Community Groups/Touring Groups
   priority to University
   Touring groups - 7 attractions yearly (2 nights each) as part of "performing arts series". Includes dance, theatre, music, also occasional touring group brought in by community.
   Community - dance recitals from local schools, high school plays, Orchestra London occasionally

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   Flat fee - non-profit $175/Day
   commercial $350/Day
   bring own ushers or hire students
   extra for technical and box office facilities (available prior to show)

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated

6. What is the ticket price range for performances at this theatre?

   $5 - $10.00

Theatre Profile

Date Contacted: 7/23/84

Theatre Name: University of Western Ontario, Alumni Hall

Location: London, Ontario

Contact Person: Ken Mathers, Manager

Phone: (519) 679-2232

Mrs. Eva Bornstein
Manager of Performing Arts Series and Administrative Officer for Talbot Theatre
(519) 679-3020

1. Number of seats. orchestra - 1,110 - portable chairs
   balcony - 1,220
   2,330 Total

2. How often is the theatre used (in a year)?

   352 days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   multi-purpose gym run by physical plant.
   priority - 75% of time - academic - classes, exams, etc.
   + physical education, inter-collegiate games
   other times - concerts - Performing Arts series,
   London Symphony, other symphonies
   rock concerts - organized by student government
   regulations state that only non-profit groups can use the hall

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   Hall can not really be "rented", non-profit use only
   Community groups + campus groups pay the same thing - expenses
   $1,500 only includes set-up (chairs), electrician, management, care-taker.
   sound equipment - has to be rented outside of school
   ushers - can hire students during term
   box-office - can provide one (users staffs or pays students to staff)

5. What degree of sophistication do facilities have? Sound? Lighting?

   low - no equipt. - must be rented outside University for performing arts clients

6. What is the ticket price range for performances at this theatre?

   $8.00 - $15.00

Theatre Profile

Date Contacted: 7/20/84

Theatre Name: Cleary Auditorium

Location: Windsor, Ontario

Contact Person: Jim Hooper, Manager

Phone:(1)519-252-8311

1. Number of seats. 1,194

2. How often is the theatre used (in a year)?

   145 days - (59% of capacity)

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   - use is almost exclusively for performing arts events
     occasional use for conventions
   - used by Windsor Light Opera
     Windsor Symphony
     3 local band organizations (marching bands)
     Travel Log series
     occasional fund raising event by non-profit organization

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   base price (include theatre and equipment)
   - $700 - commercial
     $400 - non-profit
     $300 - non-profit, no admission charge

   extra charges for
   box office
   technical assistance
   ticket
   ushers

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated

6. What is the ticket price range for performances at this theatre?

   $3.50 - $15.00 depending on type of performance

Theatre Profile

Date Contacted: 7/18/84

Theatre Name: St. Denis Athletic and Community Centre, Field House

Location: Windsor, Ontario

Contact Person: Dr. Corran

Phone: (519) 253-4232

1. Number of seats. portable fixed seating - 3,800
   with stand-up chairs - 6,000

2. How often is the theatre used (in a year)?

   used every day
   concerts 2 - 3 per year

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   primary use - sports/recreation
   occasional use - concerts
   ethnic festivals
   trade shows
   conferences
   audience varies with function

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   see Dance studio on previous page

5. What degree of sophistication do facilities have? Sound? Lighting?

   medium - lighting - spots + dimmers
   sound - built in good system
   however - not sufficient for most concerts, groups generally rent additional or bring own

6. What is the ticket price range for performances at this theatre?

   varies. Professional concerts $12 - $15
   festivals $4 - $5

Theatre Profile

Date Contacted: 7/18/84

Theatre Name: Windsor University, St. Denis Athletic and Community Centre, Dance Studio

Location: Windsor, Ontario

Contact Person: Dr. Corran

Phone: (519)-253-4232

1. Number of seats. 250 Portable seating

2. How often is the theatre used (in a year)?

   100 Days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   University of Windsor Dancers (community membership)
   other dance groups - community workshops, productions
   audience - general community but majority has some University affiliation

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   prices negotiated based on services needed. Options include set-up, chairs, stage, portable sound and lighting set-up, security, ushers, parking, technical, box office (day of show only for non-University groups)

5. What degree of sophistication do facilities have? Sound? Lighting?

   low - portable sound, lighting

6. What is the ticket price range for performances at this theatre?

   $4 - $ 5

Note: Respondent said a lot of Windsorites attend performing arts events in Detroit - very accesible - Ford Theatre, Masonic Temple, Cobo Hall, Joe Louis Arena

Theatre Profile

Date Contacted: 7/16/84

Theatre Name: Walkerville Auditorium

Location: Windsor, Ontario

Contact Person: Board of Education, Jeannette Cumdy, Sect. of Board

Phone: (519) 255-3306

1. Number of seats. 676

2. How often is the theatre used (in a year)?

   very infrequently
   25 night/yr - 50% student use, 50% community

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   community groups (same profile as Centennial)

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   rentals - $67/performance $44/rehearsal
   room only - no sound and lighting

5. What degree of sophistication do facilities have? Sound? Lighting?

   low
   stage lights
   microphone and speakers only

6. What is the ticket price range for performances at this theatre?

   no idea

Theatre Profile

Date Contacted: 7/16/84

Theatre Name: Centennial Auditorium

Location: Windsor, Ontario

Contact Person: Board of Education, Jeannette Cumdy, Sect. of Board

Phone: (519)-255-3306

1. Number of seats. 660

2. How often is the theatre used (in a year)?

   50% by school)
) total 75 Day
   50% outside)

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   school
   community groups - church groups)
   community choirs) audience varies
   singing groups) by performer
   dance groups)

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   rentals - $133.50/night
   $ 81.00/rehearsal

   charge for auditorium
   light and sound extra - must hire at least one student to supervise
   no front of house, box office, etc.
   free parking

5. What degree of sophistication do facilities have? Sound? Lighting?

   medium - sound + lighting booth, spots

6. What is the ticket price range for performances at this theatre?

   no idea

Theatre Profile

Date Contacted: 7/18/84

Theatre Name: Windsor University - Ambassador Auditorium

Location: Windsor, Ontario

Contact Person: Ann Divine, Auditorium Coordinator

Phone: (519) 253-4232

1. Number of seats. Capacity 600 - no fixed seating

2. How often is the theatre used (in a year)?

   school yr. - 100 student days
   summer - 100 other days (campus groups (non-student) and off campus)

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   very little use for performing arts
   students - pubs, exams, etc.
   non-students - weddings, conferences, seminars (rare dance/concert)

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   $150 rental for off campus
   include room and set-up (chairs, stage)
   no front of house, technical, box office

5. What degree of sophistication do facilities have? Sound? Lighting?

   low - bring your own
   hook ups for microphones, speakers, etc.

6. What is the ticket price range for performances at this theatre?

   Not Applicable

*Ms. Divine said that there are 2 other campus auditoriums with similar profiles - seating, facilities and usage: Vaier East is available for rentals year round (when students are not using), Vaier West in the summer only.

Theatre Profile

Date Contacted: 7/18/84

Theatre Name: Essex Theatre, University of Windsor

Location: Windsor, Ontario

Contact Person: Kim Raper, Communications Coordinator,
Performing Arts Windsor
Phone: (519) 253-4232 X3902

1. Number of seats. 334

2. How often is the theatre used (in a year)?

   300 Days - 200 - University Players
   100 - Performing Arts Windsor

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   winter - sole use of University Players (dramatic arts dept.)
   summer - use of Performing Arts Windsor, affiliated w/University but not part of Drama Dept; put on their own productions and bring in guest equity artists. In future - new University Dept. called Performing Arts Centre will be formed. Performing Arts Windsor will come under its wing but they will also bring in professional artists to perform on their own (not part of Performing Arts Windsor Productions).
   - availability to other groups - very infrequently (maybe a night here or there)
   - audience - limited audience in Windsor. Select group comes to see both professional and student productions - middle class, higher educated audience

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   Performing Arts Windsor contracted to use facilities. Staff (technical)
   Paid by University (students)
   Front of house - volunteers
   Box office - manned by students

5. What degree of sophistication do facilities have? Sound? Lighting?

   Medium
   Converted classroom but has lighting board, new sound system

6. What is the ticket price range for performances at this theatre?

   $4.50 - $7.00

   Comments: Respondents said Windsor in bad need of new facility off campus. Essex Theatre too small and Cleary Auditorium too big (and expensive) for most professional productions. Also, people tend to view all performances at Essex as a student production, even if it is a professional presentation.

Theatre Profile

Date Contacted: 7/18/84

Theatre Name: Mackenzie Hall Courthouse

Location: Windsor, Ontario

Contact Person: Ms. Evelyn Mclean, President of The Friends of the Court (group that is supervising reconstruction of the courthouse)

Phone: (519) 253-4232
X5067

1. Number of seats.

2. How often is the theatre used (in a year)?

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   - Courthouse currently under renovation
   - will be a multifunctional facility
   - Performing Art Windsor trying to take over 2nd Floor
     - will make it their home and set up office
     - may continue summer performances at Essex Theatre
     - will present own productions and bring in touring groups as well
     - Performing Arts Windsor hopes to get art centre in city eventually but feel that even then MacKenzie Hall will be good for experimental theatre and small events.

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

5. What degree of sophistication do facilities have? Sound? Lighting?

   Adaptable auditorium - 40 x 60 ft.
   will seat 200-250
   no fixed seating or stage - accordian style
   also green room, dressing rms, prop rooms, showers, office
   portable sound, lighting, film projector
   multipurpose room - films, cabarets, art performances, etc.

   other facilities - Art Gallery (main floor), music school, small all purpose meeting room, studio + instrumental space.

6. What is the ticket price range for performances at this theatre?

   n/a

Theatre Profile

Date Contacted: 7/24/84

Theatre Name: Shaw Festival Theatre

Location: Niagara-on-the-Lake, Ontario

Contact Person: Stephanie Kerr

Phone: (1) 468-2153

1. Number of seats. 800

2. How often is the theatre used (in a year)?

   1/2 of yr. - May-Oct. in winter, rent out to community for showing firms

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   main theatre of Shaw Festival

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   not applicable

5. What degree of sophistication do facilities have? Sound? Lighting?

   sophisticated

6. What is the ticket price range for performances at this theatre?

   $10 - $27.50

Theatre Profile

Date Contacted: 7/24/84

Theatre Name: Courthouse Theatre

Location: Niagara-on-the-Lake, Ontario

Contact Person: Stephanie Kerr

Phone: (1) 468-2153

1. Number of seats. 300

2. How often is the theatre used (in a year)?

   May - Oct.

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   - used by Shaw Festival

   - is makeshift theatre - space (in city courthouse) rented out from city each year for season only). Rebuild stage, lighting, etc....each year.
   - they tend to hold their annual "risk show" here because of size

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   Not applicable

5. What degree of sophistication do facilities have? Sound? Lighting?

   makeshift to professional standards

6. What is the ticket price range for performances at this theatre?

   $10 - $17

Theatre Profile

Date Contacted: 7/24/84

Theatre Name: Brock University, Brock Centre of the Arts, "The Theatre"

Location: St. Catharines, Ontario

Contact Person: Barb Brogan, Asst. Box Office Mgr.
Robert Manteis, Promotion

Phone: (1) 688-5550

1. Number of seats. 515

2. How often is the theatre used (in a year)?

   250 Days 60% University - including series
   40% rental

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Touring Groups who play here when in area:
   Carousel Players
   Actors Truck (Toronto)
   Niagara Symphony
   Also used for Brock series and for general other uses

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   cost - App. $530 for 8 hours or $300 for 4 hours for both Playhouse and Theatre, and includes technicians (2) and house manager, bar (Playhouse Theatre has liquor license)

5. What degree of sophistication do facilities have? Sound? Lighting?

   Sophisticated

6. What is the ticket price range for performances at this theatre?

   $5 - $15
   $1 - $3 - children's performances

Theatre Profile

Date Contacted: 7/24/84

Theatre Name: "The Playhouse"

Location: Brock University, Brock Centre of the Arts
St. Catharines, Ontario

Contact Person: Barb Brogan, Asst. Box Office Manager;
Robert Manteis, Promotion

Phone: (1) 688-5550

1. Number of seats. 520

2. How often is the theatre used (in a year)?

300 Days/yr. 30% - University Use (lectures) - including series
70% Rentals

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

normally hold all performances here
- Press Theatre
- Garden City Productions
- Bruce Dean Productions
- local dance school - recitals

campus use
- Brock Centre series
- lectures

4. What are the arrangements for use?
Box office extra?
Front of house extra?
Technical extra?

same as theatre

5. What degree of sophistication do facilities have? Sound? Lighting?

sophisticated

6. What is the ticket price range for performances at this theatre?

$7 - $15

Theatre Profile

Date Contacted: 7/24/84

Theatre Name: "The Studio"

Location: Brock University, Brock Centre of the Arts
St. Catharines, Ontario

Contact Person: Barb Brogan, Assistant Box Office Manager
Robert Manteis, Promotion

Phone: (1) 688-5550

1. Number of seats. 100

2. How often is the theatre used (in a year)?

   50% of time - 80% student use) including series
   20% rental) " "

3. Who uses the theatre (profile of both performers and audience)?
   (major users or community/professional)

   - Fine Arts Dept. Film series
   - Drama Dept. Productions
   - other drama schools rent

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   rental includes 1 technician + house mgr.
   small - usher not necessary
   box office options same as theatre

5. What degree of sophistication do facilities have? Sound?
   Lighting?

   Medium - basics

6. What is the ticket price range for performances at this theatre?

   $2.50 - $10.00

Theatre Profile

Date Contacted: June 11, 1984

Theatre Name: Centre in the Square

Location: Kitchener, Ontario

Contact Person: Scott Walker

Phone: 1 - (519) - 578-5660

1. Number of seats. 2,016

2. How often is the theatre used (in a year)?

   150 days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   Kitchener Symphony
   Road shows
   Same

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   - Rental
   - Partners in shows
   - Sometimes own and produce shows outright

5. What degree of sophistication do facilities have? Sound? Lighting?

   Sophisticated

6. What is the ticket price range for performances at this theatre?

   $2.50 to $29.50

Theatre Profile

Date Contacted: 7/25/84

Theatre Name: University of Waterloo, Theatre of the Arts

Location: Waterloo

Contact Person: Mr. Donalson, Manager, University of Waterloo, Centre of the Arts

Phone: (519) 885-1211 X2126

1. Number of seats. 504

2. How often is the theatre used (in a year)?

   250 days

3. Who uses the theatre (profile of both performers and audience)? (major users or community/professional)

   80% University Usage - drama dept. and music dept. classes, rehearsals, performances
   20% - rentals - K.W. Symphony, K.W. Chamber Music Society
   best use of theatre is for "serious music" performances

4. What are the arrangements for use?
   Box office extra?
   Front of house extra?
   Technical extra?

   rentals - 2 prices - commercial
   non-profit

   rehearsal/loading prices - hourly (also 2 prices)
   rentals include room + equipt. only
   extras available - technicians, F.O.H. staff, box office sales (currently using BASS also)

5. What degree of sophistication do facilities have? Sound? Lighting?

   Sophisticated

6. What is the ticket price range for performances at this theatre?

   $5 - $12.50

Appendix Six

Telephone interviews were conducted with relevant municipal authorities in Hamilton, London, Windsor, St. Catharines and Kitchener to investigate the degree of arts group and facility subsidization in cities comparable to Hamilton.

These interviews are here summarized.

SUBSIDIES

HAMILTON

1. City of Hamilton

7/24 spoke to
E.C. Mathews, Treasurer
(1) 526-4523
and
Bob Underhill for figures
(1) 526-4517

Note:

1. no capital costs - all operating costs

2. indirect subsidies - sometimes city will pay property taxes, however, these amounts are listed as part of grants

3. do not separate facilities grants and arts groups grants - such as for Hamilton Place

4. University Theatres - give grants to Universities - they budget
   High School Auditoriums - give grants to Board of Education

1984 Budget

Hamilton Performing Arts Corporation (for deficit of Hamilton Place operations; in addition, the City pays for utility costs at Hamilton Place)	$788,650
Opera Hamilton	85,000
McMaster Symphony Orchestra	63,000
Theatre Aquarius Inc.	31,500
Players Guild of Hamilton	4,000
Hamilton Theater Inc.	6,500
	$978,650

Other

Summer Concerts	$ 18,000
July 1 Concert	8,320
Hamilton Folk Arts Festival	23,000
Festival of Friends	34,000
Hamilton Philharmonic Youth Orchestra	1,500
Hamilton Multicultural Theater	800
D.C.I. Canada (Drummer Corp. Intl.)	2,560
Ridge Raiders Drum and Bugle Corp.	7,000
Hamilton Concert Band	8,500
Hamilton Artists Inc.	2,000
Civic Choir of Hamilton	2,000
National Youth Orchestra	200
Fire Department Band	3,630
	$111,510

2. Regional Municipality of Hamilton Wentworth

Finance Officer, Ed Castongeay
(719) - (1) 526-4190

they see cultural support as city function; these grants are "the exception to the rule"

Note: not included are: historical society, Botanical Gardens or Multi-Cultural subsidies.

Art Gallery	-	$ 671,700	- operating budget
		150,000	- depenture payment
Hamilton Philharmonic Orchestra	-	165,375	
Bach Elgar Choir	-	15,562	
Dundas Valley School of Art	-	7,145	
Hamilton & Region Arts Council	-	18,375	
Creative Arts Assoc.	-	10,000	
Te Deum Concert Society	-	3,500	
		1,041,657	

SUBSIDIES

LONDON

1. City of London 7/18/84

Mr. Fred Rolland, Director of Finance
(519) 679-4960
7/24

(a) 1984 - $100,000 paid out in cash for total cultural subsidies.

Orchestra London	-	$71,000	)
Fanshawe Symphonic Orchestra	-	1,000	) majority of performing arts grants $73,200
London Pro Musica	-	1,000	)
National Youth Orchestra	-	200	)
Home County Folk League (Festival)	-	3,000	)
Kiwanis Club (Festival)	-	5,500	)

Arts Council makes recommendations on how these funds should be allocated.

(b) Grand Theatre received exemptions from property taxes of over $120,000 last year.

Total cultural subsidies of over $200,000.

London not part of a region - no regional subsidies.

2. County of Middlesex 7/18/84

7/25 - Joanne Olsen
Administrative Clerks Office
County of Middlesex
(1) 519-434-7321

Art Gallery - $500
Orchestra London - $500

SUBSIDIES

WINDSOR

1. City of Windsor 7/18/84

Deputy Commissioner of Finance
Mr. Gerry Pinsonneault
7/19 - (519) 255-6253

1984 subsidies:

Windsor Symphony	-	$ 70,000
Art Gallery	-	404,000
Arts Council	-	5,000
one dance company	-	1,000
		$480,000

- no indirect subsidies
- groups/facilities make applications to City Council; they spend a day each year deliberating/making decisions

2. County of Essex 7/18/84

Deputy Treasurer, Ms. Gerry Gignac
7/18 - (519) 776-6441

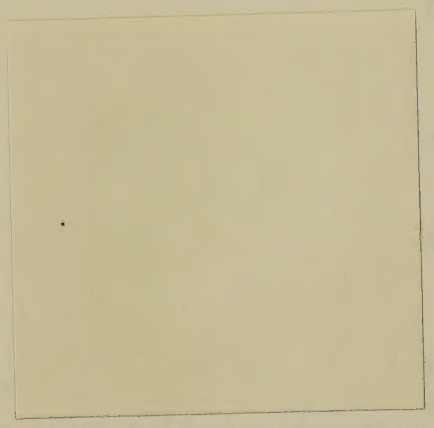
Total subsidies she is aware of (1984):

Arts Council of Windsor	-	$ 3,000
Art Gallery of Windsor (operational costs)	-	19,000
Art Gallery of Windsor ($30,000 over 10 years for building costs)	-	3,000
		$25,000

3. Arts Council 7/19/84

Mr. Vreeman, Member
(519) 776-6441

function is dissemination of information and promotion of arts only - no grants.



SUBSIDIES

ST. CATHARINES

1. City of St. Catharines

Teresa Carmichael, Dept. of Finance
(1) 688-5600

1984

Press Theatre	-	5,775	
Carousel Players	-	3,050	
Garden City Productions Inc.	-	3,150	
Folk Arts Council of St. Catharines	-	14,350 + 4,120	for multi-cultural centre
		20,445	

2. Regional Municipality of Niagara

Mr. McDonald, Manager of Budgets
(1) 685-1571

1984 - one one-time only grant to:

Carousel Players - $3,600

currently no policy for funding arts groups or arts facilities, however, the region is looking at creating such a policy.

SUBSIDIES

KITCHENER - WATERLOO

1. City of Waterloo 7/25/84

Dorothy Gow, Finance Dept.
(519) 886-1550

Kitchener Waterloo Art Gallery	-	$25,000
Kitchener Waterloo Symphony	-	16,500
Kitchener Waterloo Philharmonic Choir	-	900
Kitchener Waterloo Little Theatre	-	1,000
Black Walnut Ballet Society	-	170

2. Regional Municipality of Waterloo 7/25/84

Rick Purdy, Finance Dept.
(519) 885-9542

1984

K.W. Art Gallery	-	$11,550
K.W. Symphony Orchestra	-	22,000
K.W. Philharmonic Choir	-	1,000
K.W. Regional Art Council	-	3,150
Centre in the Square	-	585,000

3. City of Kitchener

Larry Wiegand, Finance Dept.
(519) 885-7320

1984

K.W. Symphony Orchestra	-	$32,261
Kitchener Musical Society	-	14,553
K.W. Art Gallery Ass.	-	55,125
K.W. October Festival	-	33,296 + 9,100 + 5,000 (Float)

(decorations)
Black Walnut Ballet Society -
336

* also have blanket grant of $4,000 distributed to community organizations wanting to use the Centre in the Square

** also have $40,000 available for non-recurring general provisions. Some of them may go to arts groups or arts facilities which make applications during the year.

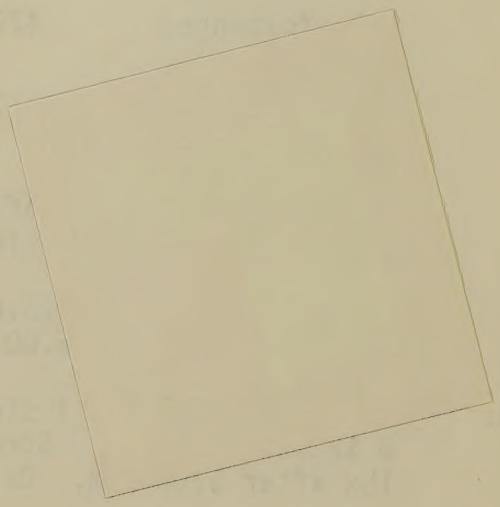
Appendix Seven

This material outlines the rental rates, lighting and sound equipment and physical characteristics of the Studio at Hamilton Place

HAMILTON PLACE

STUDIO THEATRE RATES 1984

		Commercial	Non-commercial
RENTAL:	1 Performance	315.00	262.50
	2 Performances (same day)	472.50	393.75
	Setup & rehearsal (limit - one day)	157.50	131.25
BOX OFFICE:	Minimum $50.00 or 5% of gross ticket sales, whichever is greater. Ticket printing charged at cost.		
PUBLICITY:	Monthly Calendar - $25.00 Tele-spot sign - $25.00 per week. Normal run of 3 weeks.		
STAGE LABOUR:	I.A.T.S.E. Minimum 1 stagehand required, minimum 4 hour call @ $21.00 per hour. Straight time 8:00 a.m. - 5:00 p.m. 1½x after 5:00 p.m. 2x on Sunday.		
C.A.P.A.C.:	$25./1% per performance	C.A.P.A.C. & P.R.O. are charges for performing published work, other than original.	
P.R.O.(Can.):	$25./1% per performance		
COMMISSION:	15% (20% if HAMILTON PLACE provides the seller)		
CREDIT CARD FEE:	3½%		
INSURANCE:	Responsibility of Licencee.		
OTHER SERVICES:	Piano rental $50.00 per performance plus O.S.T. Piano tuning $55.00 per performance plus O.S.T.		



HAMILTON PLACE
P.O. Box 2080 Station A
Hamilton, Ontario, Canada L8N-3Y7
Telephone 416 525-3100

STUDIO THEATRE

LIGHTING & SOUND EQUIPMENT

The following lists existing equipment currently available in the Studio Theatre. In addition, other equipment may be obtained if advance notice is received.

Lights: Wide range of colour media and patterns in stock.

QTY	DESCRIPTION
20	8" Fresnels. 1000 watt
20	6" x 9" Strand Century Lekos. 750 Watt.
14	6" x 12" Strand Century Lekos. 750 Watt.
6	6" x 16" Strand Century Lekos. 750 Watt.
4	8" x 9" Strand Century Lekos. 750 Watt.
10	Scoops 750 Watt.

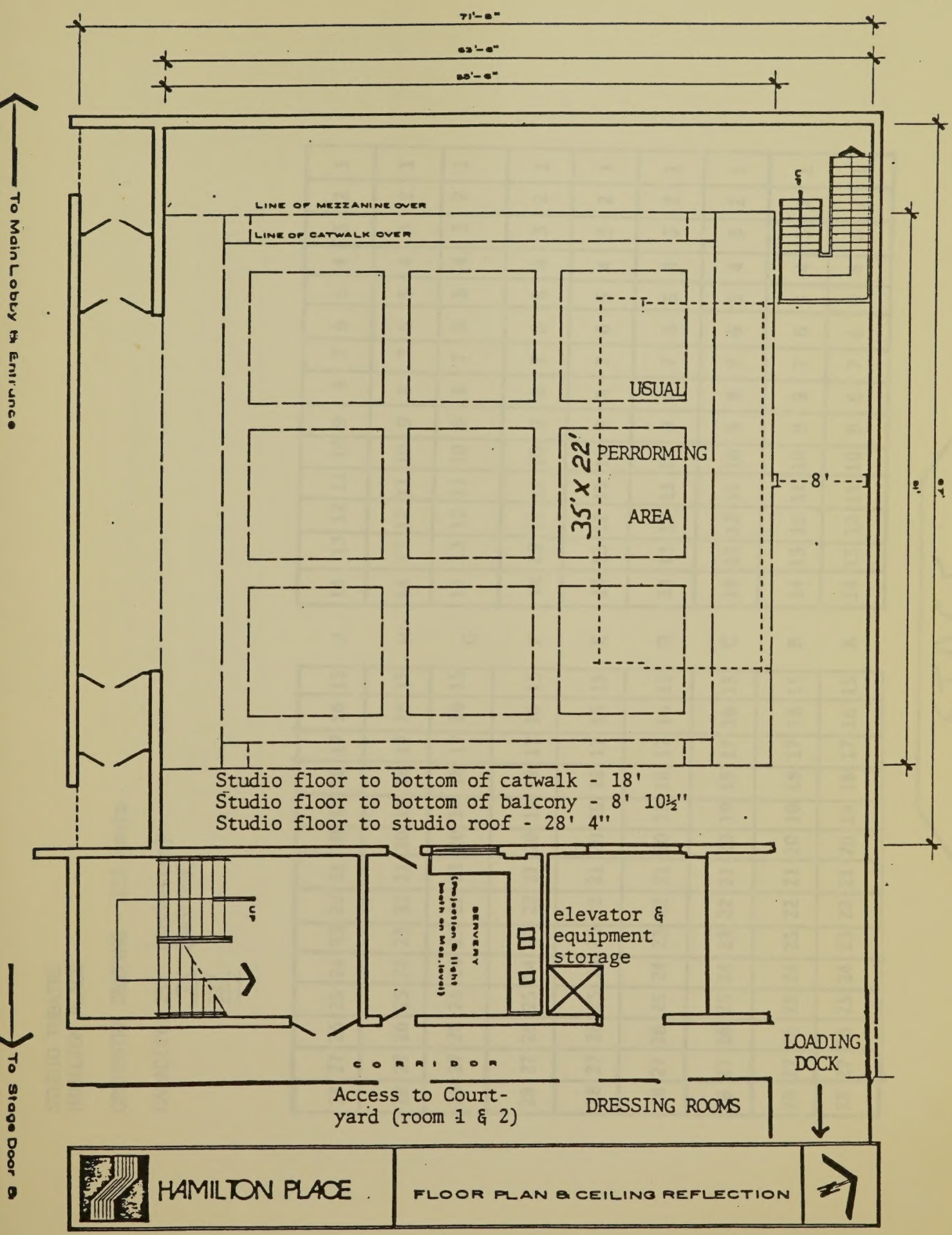
Lighting Board: Strand Century mini palette.

20	3K dimmers
20	3.6K dimmers
96	independent circuits located in ceiling.

Sound: Yamaha M. 916 Console

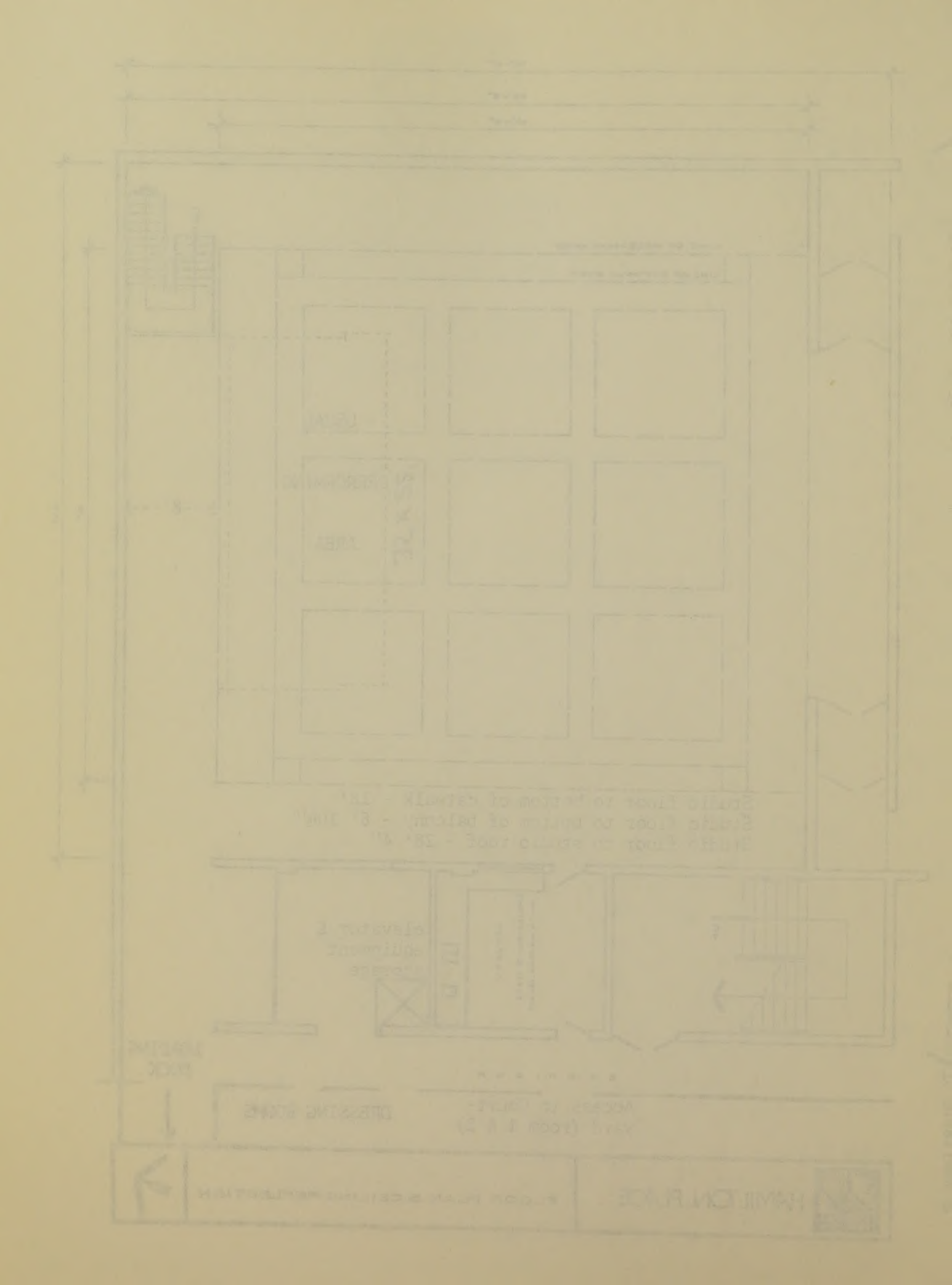
4	outputs
16	inputs
2	Wedge monitors
2	Overhead monitors
1	BX5 Reverb Unit
1	Revox half track reel to reel tape deck
1	Cassette stereo deck
1	Claircom CLEARCOM intercome system
6	Microphones, stands, cables etc.

As at Jan. 1983.



HAMILTON PLACE

FLOOR PLAN & CEILING REFLECTION



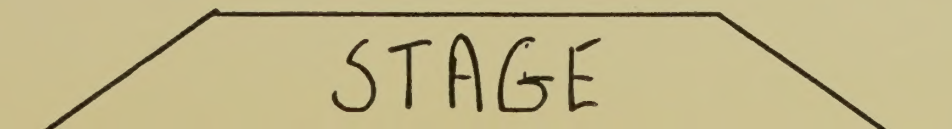
STUDIO THEATRE
HAMILTON PLACE

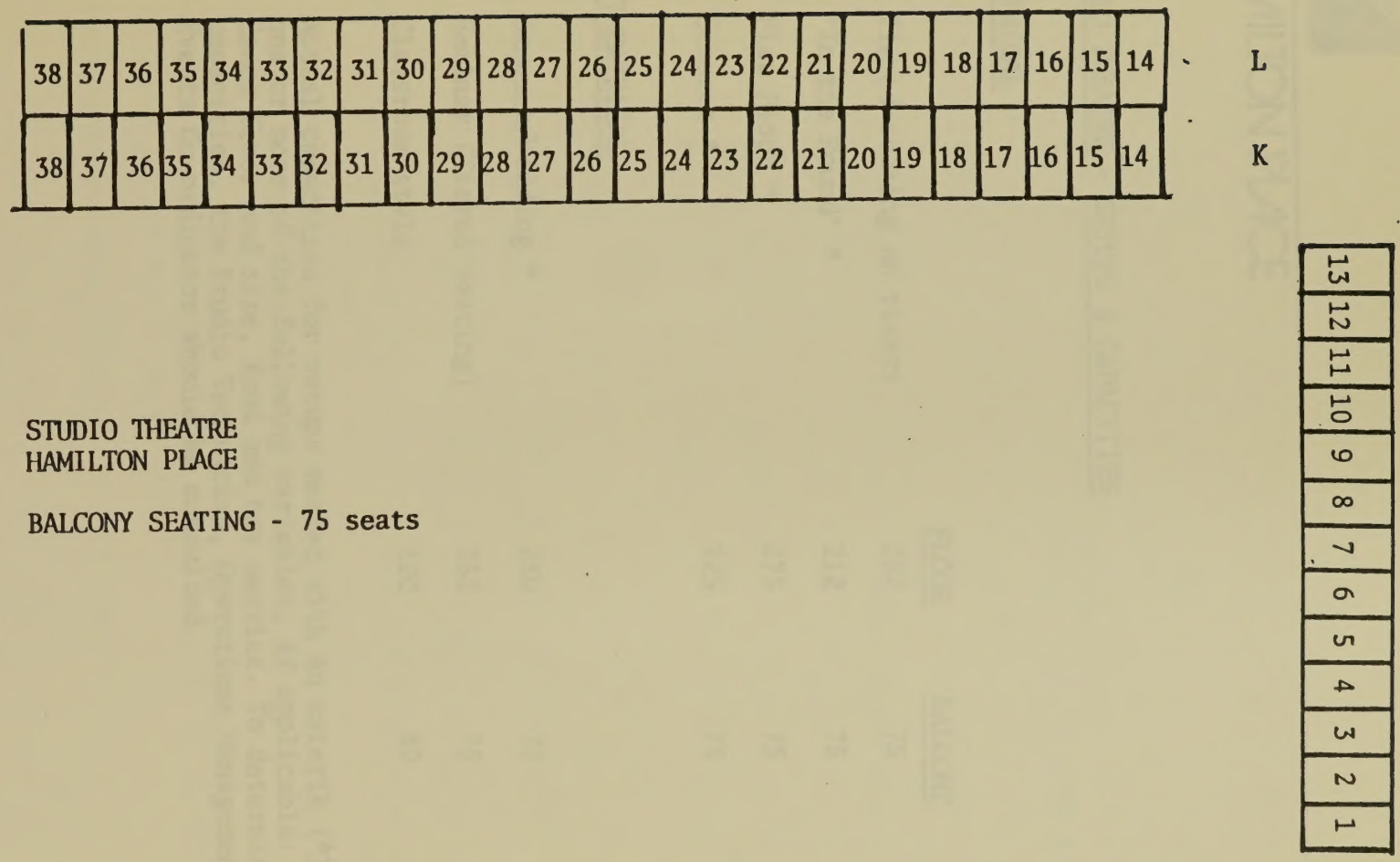
ORCHESTRA SEATING - 252 seats

CAPACITY: 252 (Orchestra)
75 (Balcony)
327

28	27	26	25	24	23	22	21	20	19	18	17	16	15	J
28	27	26	25	24	23	22	21	20	19	18	17	16	15	H
28	27	26	25	24	23	22	21	20	19	18	17	16	15	G
28	27	26	25	24	23	22	21	20	19	18	17	16	15	F
28	27	26	25	24	23	22	21	20	19	18	17	16	15	E
28	27	26	25	24	23	22	21	20	19	18	17	16	15	D
28	27	26	25	24	23	22	21	20	19	18	17	16	15	C
28	27	26	25	24	23	22	21	20	19	18	17	16	15	B
28	27	26	25	24	23	22	21	20	19	18	17	16	15	A

14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1
14	13	12	11	10	9	8	7	6	5	4	3	2	1





STUDIO THEATRE
HAMILTON PLACE

BALCONY SEATING - 75 seats

HAMILTON PLACE

STUDIO THEATRE - SETUPS & CAPACITIES

THEATRICAL

	FLOOR	BALCONY	TOTAL
Tiered seating on risers	252	75	327
'In the Round' *	212	75	287
Flat Floor *	275	75	350
Cabaret *	225	75	300

NON-THEATRICAL

Banquet/Wedding *	250	75	325
Seminar (Tiered seating)	252	75	327
Classroom style	120	50	170

Actual capacities for setups marked with an asterik (*) depend upon one or more of the following variables, if applicable: stage size, dance floor and size, food and bar service. To determine these capacities, the Studio Technician, Operations Management and Special Events Co-ordinator should be consulted.

Peter Simpson
March 1983.

HAMILTON PLACE

Studio Theatre - 'In The Round' - Setup instructions.
To visualize, see diagram next page.

Equipment

SECTIONS 'A' & 'B'

Row # 1	Flat floor	12 seats	
Row # 2	3-8" Sico's	11 seats - aisle on each side	
Row # 3	6-8" Boxes on Row # 2	11 seats - " " " "	
Row # 4	3-16" Sico's on extensions	11 seats - " " " "	Railings required on side and along the back
Row # 5	6-8" Boxes on Row # 4	11 seats - " " " "	

SECTIONS 'C' & 'D'

Row # 1	Flat floor	12 seats - aisle up the middle	
Row # 2	8-8" Boxes	12 seats - " " " "	
Row # 3	3-18" Boxes	12 seats - " " " "	
Row # 4	3-24" Sico's	14 seats - back row, no aisle required	

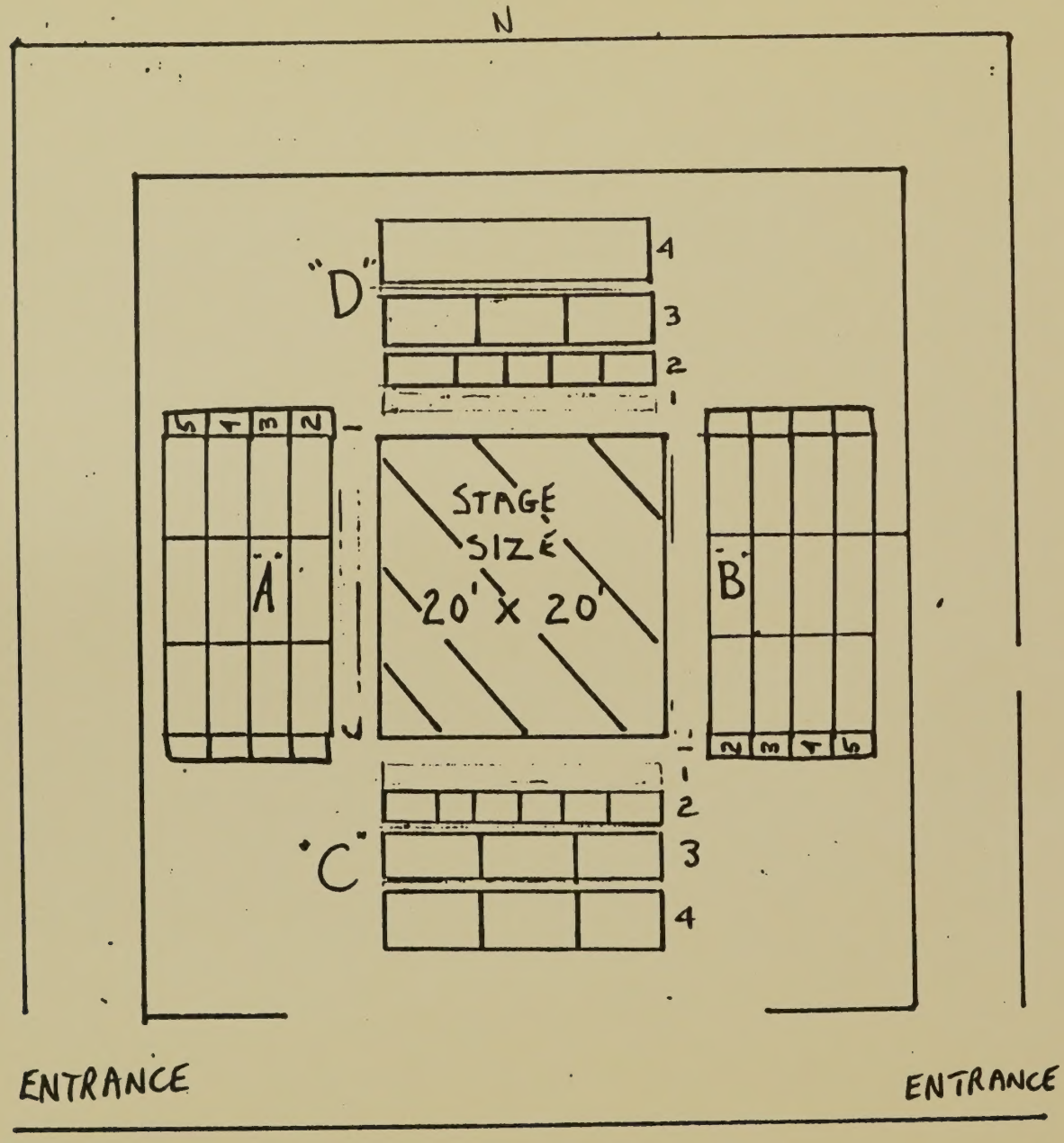
Total capacity is 212 on the floor + 75 on the balcony or 287.

To allow easy access to and from seating area, it is important to setup each section far enough apart so that the corners do not get to close - suggest setting up all 4 floor rows first to act as a guide.

Approximate setup time with the Studio clear and all equipment available is 12 man-hours (with proper supervision).

Setup designed by Peter Simpson, October 1982.

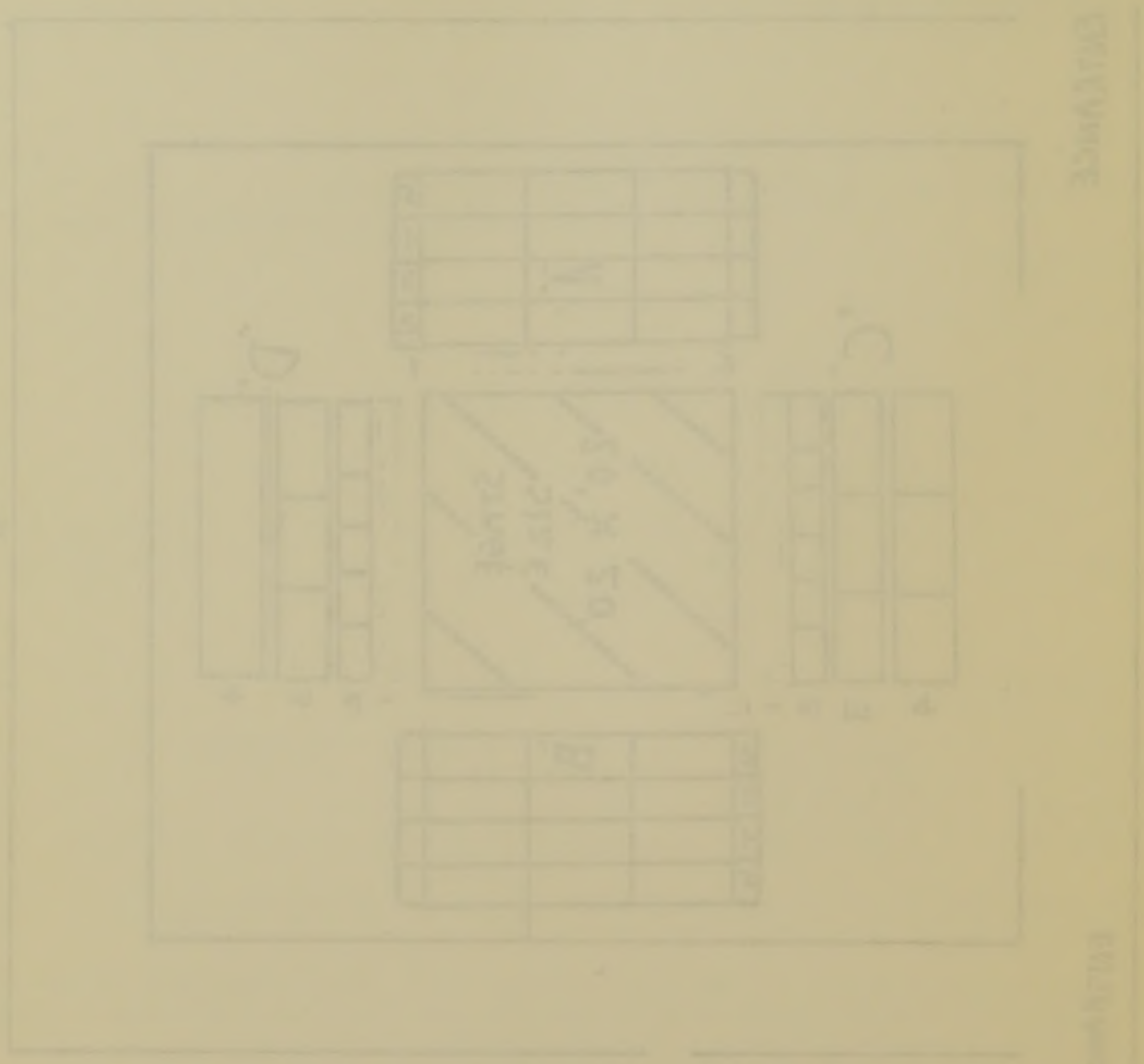
'IN THE ROUND' SETUP DIAGRAM.



SECTION "A" & "B"	"A"	"B"
FRONT ROW (FLOOR)	12	12
NEXT 4 ROWS @ 11 PER ROW (MIN.)	44	44
	56	56
		112

SECTION "C" & D"	"C"	"D"
FRONT ROW	12	12
NEXT 2 ROWS @ 12 PER ROW	24	24
NEXT ROW @ 14	14	14
	50	50
		100
		212

TO INCREASE CAPACITY ANOTHER ROW OF CHAIRS, (FLAT FLOOR) CAN BE ADDED, BEHIND EXISTING



Appendix Eight

A review of the likely social and economic impacts of the proposed new theatre complex was made by the marketing division of Woods Gordon, using the Woods Gordon economic impact model

APPENDIX EIGHT

A.8.1 TYPES OF ECONOMIC AND SOCIAL IMPACTS

In this Appendix, we estimate the likely benefit of the theatre in terms of its economic and social impact upon the 'local area' (considered in this assessment to be the City of Hamilton). The estimate of quantifiable benefits is made in terms of household income, which consists in part of wages and salaries, business profits, rent and interest. It is household income that is used as a measure of personal benefit to the residents of the area from the location or expansion of investment in the province, and thus is particularly appropriate to our estimate of the benefits of this proposed theatre in terms of the reaction of public authorities.* Additionally, we examine the employment-related impacts of the proposed development.

The generation of household income takes place in three basic stages.

1. Direct Household Income: Direct household income is generated by a corporation paying wages and salaries, etc., for various services--it is the income received by residents directly from the industry in question.

2. Indirect Household Income: Indirect household income is generated by the corporation under study buying inputs from other industries or firms, thus, creating production and hence, household income.

3. Induced Household Income: Induced household income is generated by the re-spending of direct and indirect household income within the region. This is a repetitive cycle with decreasing magnitude.

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*Note that all dollar values reported in this Appendix are in terms of 1984 dollars.

As each of these categories is 'household income', the direct, indirect and induced amounts can be summed to yield a total estimate of economic benefit. This total amount can then be compared to the operating cost to determine the 'multiplier' effect of the theatre expenditures.

A.8.2 ECONOMIC IMPACT OF OPERATIONS

There are several ways in which the theatre, once in operation, may have beneficial economic impacts upon the local economy. These include:

1) by directly creating jobs, and thus injecting additional household income into the area (direct household income);

2) by purchasing supplies locally, thus creating additional household income in the area (indirect household income);

3) by lengthening the stay of theatre patrons in the area, thus increasing the probability of their spending money, thereby creating additional business profits in the area (indirect household income);

4) by attracting new theatre patrons to the area, who in turn spend money locally, and thus create additional business profits (indirect household income);

5) by creating new job opportunities in the area associated with businesses servicing the longer-staying and/or new theatre patrons attracted to the area, and thus injecting additional household income into the area (indirect household income);

6) the businesses mentioned above re-spending locally some portion of their revenues earned from the project (induced household income);

7) employees on jobs directly and indirectly created by the theatre re-spending their earnings on various goods and services (induced household income);

8) the re-spending of business profits upon individual goods and services (induced household income); and

9) the re-spending of all direct and indirect household income in the area on goods and services (induced household income).

The major 'generators' of these impacts are discussed in greater detail below.

A.8.2.1 Wages and Salaries of Theatre Employees

The direct household income associated with the theatre in a typical year of operation (e.g. by the 1987/88 season) is simply the wages and salaries paid to the additional employees associated with the theatre. As specified in Table A.8.1, these economic benefits will be on the order of $873,000 for employees associated with both administration and production.

A.8.2.2 Direct Purchases by the Theatre

Indirect household income associated with the theatre in a typical year of operation will come from a variety of sources. First among these is the direct purchase of supplies locally (i.e. in the City of Hamilton) by the theatre. In our estimates of operating costs, we assumed that annual non-wage related expenditure of the theatre would approximate $964,000 (see Table A.8.2.). Of this amount, nearly $422,000 would be spend on supplies and services from other private sector businesses. Assuming that most (say 80%) of these purchases will come from the local area (as most of the items consumed by the resort will be produced or distributed locally), we can estimate the amount of money spent locally to be on the order of $337,000.

A.8.2.3 Expenditure of Visitors to Hamilton

The second category of indirect household income is related to the expenditure of theatre patrons in the area, outside of the theatre itself. While it is difficult to measure with any degree of precision the exact nature of these benefits, we have attempted to quantify them in this report.

We estimate, on a very 'ballpark' basis, that each 'theatre evening' may result in an additional expenditure of $10 in the City by the individual involved. This assumption reflects an average expected expenditure for meals (i.e. dinner purchased before the show), gasoline bought for private automobiles, parking etc, associated with each patron. This estimate is on the low end of what we have seen in situations elsewhere,* and should thus be treated as conservative, especially in light of the fact that 57% of the Theatre Aquarius audience comes from outside the City (see Table Three of the main report).

According to our previous estimates, the Theatre Aquarius offering will generate an expected 86,000 'theatre nights'. Accordingly, our estimate of related 'patron expenditure' will be approximately $860,000.

A.8.2.4 Induced Household Income

The re-spending of direct and indirect household income constitutes the induced income effect of the theatre. Because the local economy is relatively highly integrated, with most supplies

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*In a variety of previous assignments, we have estimated per person daily expenditure to range from about $8 to $30.

being purchased inside the area, we recognize that there is a relatively low degree of "leakage" to outside communities present. This will result in a relatively high multiplier effect, as income gets continually re-circulated around the local Hamilton economy.

In order to estimate induced household income, we must make several reasonable assumptions regarding the nature of the Hamilton economy. Accordingly, we assume that local employees will spend 30% of their salaries on local goods and services and that 35% of business revenues (from direct purchases by the theatre, and from theatre patron expenditures) are re-spent purchasing supplies, and of these, 80% are purchased in the City of Hamilton (in other words, 28% of total business revenues are re-spent on supplies in the City). Further, we assume that every $100,000 of purchases made from local businesses will generate or support 1 job. All of these assumptions appear to be reasonable for the City of Hamilton.

After putting these estimates and assumptions into our in-house economic impact model, it is possible to ascertain the total additional household income in the local area as a result of the operations of the theatre. Carrying these assumptions through, we obtain an estimate of the total <u>additional</u> household income that is 'induced' or generated in the City, by the theatre. This estimate of additional household income is approximately <u>$9.2 million</u>.

<u>A.8.2.5 Summary of Economic Impact of Operations</u>

The Woods Gordon economic impact model estimates two

multipliers associated with the operations of the theatre. These are defined as:*

income multiplier - the additional household income (including wages and a salaries, and business profits) arising locally from direct expenditures

employment multiplier - the additional amount of labour time arising in the local area as a result of jobs created directly by the theatre.

The results of the model are shown in Table A.8.3. They indicate that the income multiplier will be on the order of 7.62. That is, each dollar of local expenditure by the theatre (on both wages and the cost of goods) generates an additional $7.62 in household income in the local economy. Total additional household income in the local area (including that directly attributable to the theatre) in the first year of operation will approximate $10.4 million.

This is a relatively high multiplier (and consequently, a relatively high amount of additional household income) because of two factors. First, as previously mentioned, there is relatively little expenditure "leakage" outside the local Hamilton economy. Thus, income tends to be re-circulated within the local area, contributing to a high multipler. Second, in this case the Theatre Aquarius generates a relatively large number of "tourists" who come into the area to view the performances. The expenditures of these tourists on local goods and service creates, in turn, jobs and income. These two factors act in a synergetic manner to create a relatively large amount of additional income in the area, which, when compared

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*These definitions are adapted from the report, Economic Impact of Provincial Parks in Ontario, A Summary Report, Parks and Recreation Areas Branch, Ontario Ministry of Natural Resources, 1981.

to the direct expenditures of the theatre, implies a relatively high multiplier. In other words, the theatre may be a relatively 'efficient' way of generating considerable economic benefit to the City.

The job multiplier is estimated to be 1.11. That is, each full-time job equivalent directly created by the theatre will generate an additional 1.11 job equivalents in the City. We estimate that the theatre will directly create about 44 full-time job equivalents. According to the calculated multiplier, then, an additional 49 full-time job equivalents will be created in the local economy, by businesses supplying the theatre and its patrons with a variety of goods and services. In total, then, the theatre will be responsible for an additional 92 full-time job equivalents in the City.

A.8.3 ECONOMIC IMPACT OF CONSTRUCTION

In addition to these on-going economic impacts, there will be a variety of construction-related impacts. These can be analyzed according to the same general framework of direct, indirect and induced economic impacts.

A standard rule of thumb for estimating the job creation potential of new construction projects is one man-year of employment for direct site labour created for every $60,000 of capital cost.

The total estimated capital cost for the theatre is estimated to be approximately $8 million. This would thus create approximately 150 man-years of employment. This can be translated into direct household income by a simple assumption that each man-year

of employment would pay an average of $20,000. Direct household income would thus be $3.00 million.

The results of the economic impact model for the construction of theatre are also shown in Table A.8.3.

The extent to which these benefits will accrue to the City of Hamilton will largely depend upon the choice of contracting firm. As there are several capable firms in the area, we expect that one of these would be chosen for the building of the theatre, thus maximizing the extent to which economic benefits will be realized in the surrounding region.

TABLE A.8.1

SUMMARY TABLE OF ECONOMIC IMPACT

THEATRE AQUARIUS	
Management and Administrative - full time	$177,110
- part time	189,550
Production Employees	295,000
Summer	35,000
Subtotal	$696,660
THEATRE 55	
Salaries	$ 76,000
Technical and Promotion fees	20,000
Front of House	20,000
Bar Personnel	60,000
Subtotal	$176,000
TOTAL WAGES AND SALARIES	$872,660

Source: Woods Gordon

TABLE A.8.2

ESTIMATED OPERATING COSTS OF THEATRE AQUARIUS/THEATRE 55

Category	A Estimated Annual Cost	B Estimated Purchases of Goods or Services	C Estimated Amount Spent Locally[1]
Administrative Overhead	$120,000	$119,980	$ 95,984 [2]
Marketing and Promotion	$101,000	$101,290	$ 81,032 [2]
Production Materials	$163,000	$162,580	$130,064 [2]
Fundraising Expenses	$ 38,000	$ 38,000	$ 30,400 [2]
Rent	$135,000 [3]	-	-
Utilities	$200,000 [4]	-	-
Other/Contingency	$197,000 [5]	-	-
TOTAL	$964,000	$421,850	$337,480 [2]

Notes:
1 'local' defined to be the City of Hamilton.
2 calaculated as 80% of column B.
3 this amount represents a rental payment from the Theatre Aquarius to Theatre 55, and is thus not an 'out of pocket' cost.
4 these amounts are considered to be payments made to public or quasi-public sector organizations that do not directly result in increased demand for private sector goods and services.
5 these represent contingencies and payments made that are unlikely to contribute to economic stimulation in Hamilton (e.g. royalties).

Source: Woods Gordon

TABLE A.8.3

SUMMARY TABLE OF ECONOMIC IMPACT

	OPERATION	CONSTRUCTION
EMPLOYMENT		
Jobs Directly Created by Theatre	43.6/year	150
Local Job Multiplier	1.11	.43
Additional Local Jobs Created	48.6/year	64.5
Total Local Jobs Created by Theatre	92.2/year	190.1
HOUSEHOLD INCOME		
Total Purchases ($000)	$ 1,836/year	$ 9,000
- Local Wages ($000)	873/year	3,000
- Other Local Purchases ($000)	337/year	2,399
- Total Local Wages and Purchases ($000)	1,210/year	5,399
Additional Local Household Income ($000)	9,220/year	12,479
Local Wages and Other Local Purchases ($000)	1,210/year	
Total Local Household Income ($000)	$10,431/year	$17,272
Multiplier for Total Purchases[1]	5.02	1.56
Multiplier for Local Purchases[2]	7.62	2.60

[1] 1,836,000 x 5.02 = 9,220,000

[2] 1,210,000 x 7.62 = 9,220,000

Source: Woods Gordon, Economic Impact Model

Appendix Nine

The enclosed material represents audited statements for Theatre Aquarius for the years ended June 30th. 1981 through June 30th. 1984

THEATRE AQUARIUS INCORPORATED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 1984

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS

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Edmonton
Prince George
Vancouver

AUDITORS' REPORT

To the Members of
Theatre Aquarius Incorporated.

We have examined the balance sheet of Theatre Aquarius Incorporated as at June 30, 1984 and the statements of revenue and expenditure, and changes in cash position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances, except as explained in the following paragraph.

Due to their source and nature, it was not practicable to verify independently the donations and fund drive contributions received. Accordingly, we were not able to determine whether any adjustments might be necessary to cash, investments and revenue.

In our opinion, except for the effects of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves with respect to the donations and fund drive contributions described in the preceding paragraph, these financial statements present fairly the financial position of the organization as at June 30, 1984 and the results of its operations for the year then ended in accordance with the accounting principles described in note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Mac Gillivray & Co.,

August 3, 1984.

CHARTERED ACCOUNTANTS.

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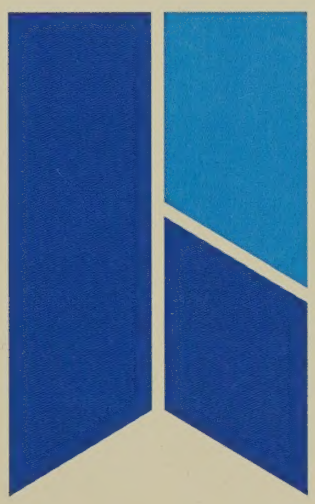

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THEATRE AQUARIUS INCORPORATED
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 1984

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Theatrical Costumes and Props -

Theatrical costumes and props are carried at the lower of cost and net realizable value.

(b) Fixed Assets -

Fixed assets are recorded at historic costs and are depreciated over their estimated useful life at the following rates:

Truck	-	10% straight-line method
Equipment	-	20% declining balance method

In the year of acquisition, depreciation is taken on a pro-rated basis.

(c) Deferred Revenue -

Proceeds from sales of season tickets are initially deferred and are taken into revenue as plays are presented.

(d) Revenue Recognition -

Personal and corporate donations and Wintario Arts Challenge Fund matching grants are recorded as revenue when the funds are received.

2. ACCOUNTS RECEIVABLE - OTHER

This represents those funds that have been outlayed in connection with the development of the Library Theatre Project in association with Theatre 55 Foundation of Hamilton Inc. In the event that the project did not proceed to conclusion, such expenditures would not give rise to either a recovery or to the development of the asset of Theatre Aquarius Incorporated.

3. WINTARIO ARTS CHALLENGE FUND PROGRAM

The company has entered into an agreement with the Ontario Ministry of Culture and Recreation, wherein Wintario will match two dollars for every eligible dollar raised during the three-year period ended June 30, 1982 in excess of an annual base calculated as 4.8% of the current year's operating expenses. The maximum grant available under the program is $ 265,000. Only cash donations will be matched. Pledges for future contributions will not be matched until actually received. All Wintario matching contributions must be placed into a separate investment fund for a period of at least five years. Interest earned in the fund may be applied against current operations. Donations in excess of the annual base must be used in the retirement of an operating debt accumulated in a previous fiscal year, placed into the investment fund or applied against the cost of an approved special project.

During the program $ 132,500 of eligible donations have been raised for a matching grant of the maximum available $ 265,000 which has been received by Theatre Aquarius. The funds have been invested as follows:

Government of Canada Bond at 10-3/4% maturing October 1, 1985	$ 72,000
Government of Canada Bond at 10-1/2% maturing March 15, 1988	25,000
Government of Canada Bond at 11% maturing December 15, 1987	57,000
Term deposit maturing August 7, 1984	15,007
Cash (invested in Government of Canada Bonds after June 30, 1984)	95,993
	$ 265,000

THEATRE AQUARIUS INCORPORATED
STATEMENT OF REVENUE AND EXPENDITURE
FOR THE YEAR ENDED JUNE 30, 1984
(with comparative figures for 1983)

	1984	1983
REVENUE		
Ticket sales -		
Regular series - subscriptions	$ 208,521	$ 203,691
- casual	35,098	25,376
Oliver	-	123,230
Summer Theatre School	37,036	20,313
	280,655	372,610
Grants -		
Canada Council	65,000	59,000
Ontario Arts Council	64,000	62,000
City of Hamilton	31,500	30,000
Young Ontario Career Program	2,600	-
	163,100	151,000
Other -		
Donations	38,445	29,825
Lottery fund raising campaign	47,185	55,600
10th Anniversary party	-	7,604
Interest	15,758	12,975
Miscellaneous revenue	1,723	2,977
Stage II	-	41,338
Summer Theatre Cabaret	5,431	-
	108,542	150,319
TOTAL REVENUE	552,297	673,929
TOTAL EXPENDITURE (Schedule #1)	592,411	672,670
EXCESS OF (EXPENDITURE OVER REVENUE) REVENUE OVER EXPENDITURE	($ 40,114)	$ 1,259

THEATRE AQUARIUS INCORPORATED
STATEMENT OF CHANGES IN CASH POSITION
FOR THE YEAR ENDED JUNE 30, 1984
(with comparative figures for 1983)

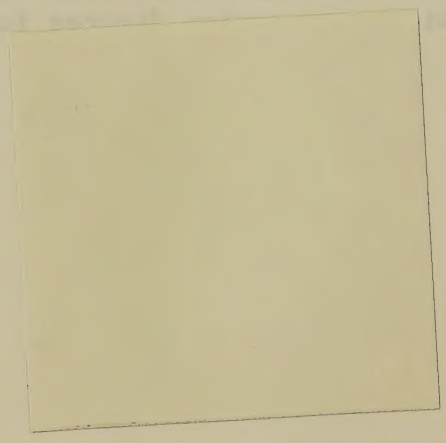
	1984	1983
CASH PROVIDED		
From operations -		
Excess of expenditure over revenue	($ 40,114)	$ 1,259
Items not affecting cash -		
Depreciation	4,953	5,160
	(35,161)	6,419
Wintario Arts Challenge Fund grant	96,972	81,735
Increase in -		
Accounts payable	-	8,858
Employees' deductions payable	-	1,208
Deferred revenue	100,159	9,690
Decrease in -		
Accounts receivable	-	839
Grants receivable	-	3,250
	161,970	111,999
CASH APPLIED		
Wintario Investment Fund	96,972	81,735
Purchase of fixed assets	3,174	4,347
Purchase of inventory	1,500	-
Loan repayment -		
The Corporation of the City of Hamilton	-	20,000
Increase in -		
Accounts receivable	18,334	-
Prepaid expense	38,948	2,688
Decrease in -		
Bank loan	2,517	3,355
Equity retirement fund payable	-	124
Accounts payable	12,119	-
	173,564	112,249
DECREASE IN CASH FOR THE YEAR	(11,594)	(250)
CASH AND INVESTMENTS - BEGINNING OF YEAR	51,555	51,805
CASH AND INVESTMENTS - END OF YEAR	$ 39,961	$ 51,555

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS

THEATRE AQUARIUS INCORPORATED
SCHEDULE OF EXPENDITURE
FOR THE YEAR ENDED JUNE 30, 1984
(with comparative figures for 1983)

	1984	1983
EXPENDITURE		
Show production	$ 221,653	$ 174,178
Summer Theatre School	32,857	17,975
Summer Theatre Cabaret	8,986	-
Oliver	-	123,245
Lottery fund raising	38,279	41,408
10th Anniversary party	-	9,462
Stage II	-	38,995
Advertising, promotion and travel	31,457	27,728
Bank charges and interest	3,463	3,245
Depreciation	4,953	5,160
Fund raising	2,498	1,944
Insurance	819	699
Office	6,030	5,854
Postage	2,037	1,766
Rent	13,960	13,233
Salaries and employee benefits	212,114	196,257
Sundry	6,812	5,828
Telephone	6,493	5,693
	$ 592,411	$ 672,670

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS



THEATRE AQUARIUS INCORPORATED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 1982

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS

MacGILLIVRAY & Co.
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Vancouver

AUDITORS' REPORT

To the Members of
Theatre Aquarius Incorporated.

We have examined the balance sheet of Theatre Aquarius Incorporated as at June 30, 1982 and the statements of revenue and expenditure, and changes in cash position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances, except as explained in the following paragraph.

Due to their source and nature, it was not practicable to verify independently the donations and fund drive contributions received. Accordingly, we were not able to determine whether any adjustments might be necessary to cash, investments and revenue. As set out in note 5, the assets, liabilities, income and expenses for Stage II are not included in these financial statements.

In our opinion, except for the effects of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves with respect to the donations and fund drive contributions and operations of Stage II described in the preceding paragraph, these financial statements present fairly the financial position of the organization as at June 30, 1982 and the results of its operations for the year then ended in accordance with the accounting principles described in note 1 to the financial statements applied on a basis consistent with that of the preceding year.

MacGillivray & Co.,

August 3, 1982.

CHARTERED ACCOUNTANTS.

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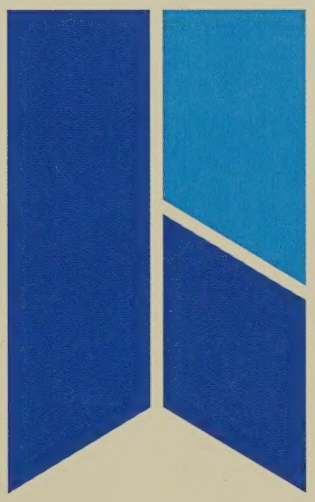

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THEATRE AQUARIUS INCORPORATED
NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 1982

1. SIGNIFICANT ACCOUNTING POLICIES

Fixed Assets -

Fixed assets are recorded at historic costs and are depreciated over their estimated useful life at the following rates:

Truck	-	10% straight-line method
Equipment	-	20% declining balance method

In the year of acquisition, depreciation is taken on a pro-rated basis.

Deferred Revenue -

Proceeds from sales of season tickets are initially deferred and are taken into revenue as plays are presented.

Revenue Recognition -

Personal corporate donations and Wintario Arts Challenge Fund matching grants and interest are recorded as revenue when the funds are received.

2. LONG-TERM LIABILITIES

In May 1978, the City of Hamilton made a loan in the amount of $ 50,000 to ensure the continuance of operations of Theatre Aquarius. The loan is non-interest bearing and is to be repaid in five annual instalments of $ 10,000 payable in May of each year.

3. WINTARIO ARTS CHALLENGE FUND PROGRAM

The company has entered into an agreement with the Ontario Ministry of Culture and Recreation, wherein Wintario will match two dollars for every eligible dollar raised during the three-year period ended June 30, 1982 in excess of an annual base calculated as 4.8% of the current year's operating expenses. The maximum grant available under the program is $ 265,000. Only cash donations will be matched. Pledges for future contributions will not be matched until actually received. All Wintario matching contributions must be placed into a separate investment fund for a period of at least five years. Interest earned in the fund may be applied against current operations. Donations in excess of the annual base must be used in the retirement of an operating debt accumulated in a previous fiscal year, placed into the investment fund or applied against the cost of an approved special project. The company will not be eligible for other Wintario non-capital arts programs until completion of the challenge fund-raising program.

3. WINTARIO ARTS CHALLENGE FUND PROGRAM (continued)

For the year ended June 30, 1982 the company raised $ 77,879 in eligible donations. The company will receive a matching grant of $ 155,758 in respect of 1981-82. During the program $ 180,457 of eligible donations have been raised for a matching grant of the maximum available $ 265,000. To date Theatre Aquarius has received $ 86,293 which has been invested in two term deposits with the organization's bank.

The term deposits bear interest at 14% and 13-3/4% respectively and mature on July 6, 1982 and July 12, 1982. The proceeds on maturity will be reinvested in new term deposits.

4. COMPARATIVE FIGURES

The comparative figures have been restated to conform to the current year's presentation.

5. STAGE II OPERATIONS

Stage II is a theatre group operated by a group of Theatre Aquarius Incorporated's employees but not accounted for by Theatre Aquarius Incorporated. The main source of revenue is from dinner theatre plays. All receipts and disbursements are recorded through a separate bank account in the name of Stage II. The group uses costumes, props, equipment and space provided by Theatre Aquarius Incorporated.

Proper accounting records were not maintained. There are only verbal contracts for the productions put on by the group. Theatre Aquarius Incorporated does not record any assets, liabilities, revenues or expenditures of the group. Accordingly, an audit of Stage II operations was not possible, and in consequence these transactions are not recorded in these financial statements.

It is the intention of management to put in place proper accounting controls and systems in the current year, and incorporate such assets, liabilities, revenue and expenses into its records for reporting purposes.

EXHIBIT "B"

THEATRE AQUARIUS INCORPORATED
STATEMENT OF REVENUE AND EXPENDITURE
FOR THE YEAR ENDED JUNE 30, 1982
(with comparative figures for 1981)

	1982	1981
REVENUE		
Ticket sales -		
Regular series - subscriptions	$ 150,204	$ 99,278
- casual	29,922	47,198
Children's plays	-	37,838
Summer theatre school	830	515
	180,956	184,829
Grants -		
Canada Council	52,000	48,000
Ontario Arts Council	60,000	55,000
City of Hamilton	30,000	25,000
	142,000	128,000
Other revenue -		
Donations	36,007	47,560
Lottery fund raising campaign	63,256	-
Auction fund raising campaign	-	47,948
Miscellaneous revenue	13,708	5,922
	112,971	101,430
TOTAL REVENUE	435,927	414,259
EXPENDITURE		
Show production	156,276	171,465
Subscription	4,190	16,942
Fund raising	46,749	29,780
Salaries and employee benefits	173,848	152,030
General office	5,341	6,252
Telephone	5,737	4,099
Postage	1,578	3,866
Rent	11,859	10,612
Advertising, promotion and travel	22,724	1,956
Insurance	1,100	1,057
Bank charges and interest	3,306	6,698
Sundry	8,695	7,248
Depreciation	4,094	4,509
TOTAL EXPENDITURE	445,497	416,514
Excess of expenditure over revenue (reveue over expenditure) for the year	9,570	2,255
Add restricted donations in excess of annual base under Wintario Arts Challenge Fund (note 3)	77,879	75,515
EXCESS OF EXPENDITURE OVER REVENUE FROM CURRENT OPERATIONS	$ 87,449	$ 77,770

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS

EXHIBIT "C"

THEATRE AQUARIUS INCORPORATED
STATEMENT OF CHANGES IN CASH POSITION
FOR THE YEAR ENDED JUNE 30, 1982
(with comparative figures for 1981)

	1982	1981
CASH PROVIDED		
From operations -		
Excess of (expenditure over revenue)	($ 87,449)	($ 77,770)
Items not affecting cash -		
Depreciation	4,094	4,509
Gain on disposal of fixed assets	(411)	(589)
Restricted donations (note 3)	77,879	75,515
	(5,887)	1,665
Wintario Arts Challenge Fund grant	41,031	45,262
Deficit reduction grant from Department of Communications	-	34,581
Proceeds from disposal of fixed assets	6,420	825
Increase in -		
Bank loan	5,872	-
Accounts payable	-	6,864
Employees' deductions payable	309	315
Equity Retirement Fund payable	36	-
Deferred revenue	64,456	45,019
Decrease in -		
Accounts receivable	-	89
Prepaid expenses	-	2,973
Deposits on utilities	250	-
Grants receivable	31,331	-
	143,818	137,593
CASH APPLIED		
Wintario Investment Fund	41,031	45,262
Purchase of fixed assets	17,550	5,859
Loan repayments	-	20,000
Increase in -		
Accounts receivable	2,015	-
Prepaid expense	9,867	-
Inventory	-	306
Deposit on utilities	-	250
Grants receivable	-	29,581
Decrease in -		
Bank loan	-	35,000
Equity retirement fund payable	-	882
Accounts payable	23,180	-
	93,643	137,140
INCREASE IN CASH FOR THE YEAR	50,175	453
CASH AND INVESTMENTS - BEGINNING OF YEAR	1,630	1,177
CASH AND INVESTMENTS - END OF YEAR	$ 51,805	$ 1,630

MacGILLIVRAY & Co.
CHARTERED ACCOUNTANTS

Appendix Ten

The attached material lists the contacts made during the course of the study

Appendix Ten

Contacts made:

1. Ben Ciprietti
   Dofasco

2. Robert Varah*
   Dofasco

3. Robert Heneault
   Stelco

4. Robert Stanbury
   Firestone

5. Reg Whynot
   Hamilton Chamber of Commerce

6. Alec Murray
   Realtor

7. Dr. Alvin Lee
   McMaster University

8. Geoff Scott, M.P., Hamilton-Wentworth

9. Jim Skarratt
   Skarratt Productions

10. Don Carlson,
    Hamilton Spectator

11. Mr. Oakie
    Hamilton Automobile Club

12. Martin Luxton,
    Martin and Martin

13. Rodger E. Inglis,*
    Sharpe, Inglis and Litwiller

14. Joyce Mongeon, President*
    Theatre 55 Foundation

15. Jenny Murphy, Theatre 55 Foundation*

16. Herman Turkstra,*
    Turkstra and Turkstra

* Board member, Theatre 55 Foundation
** Board member, Theatre Aquarius

17. David Gow,*
    Kenneth G. Brown and Associates

18. Leo Sauve*
    Canada Trust

19. Dr. James Morreale*
    Dentist

20. Paul Erickson*
    Price Waterhouse

21. Alexander Adam*, **
    Stelco

22. Phyllis Koetting
    McMaster University

23. Frieda Crisp, Dance Focus
    McMaster University

24. Bill Powell, Jr.
    Hamilton-Wentworth Creative Arts

25. Cathie Korhonen,
    Hamilton and Region Arts Council

26. Tom Burrows,
    Hamilton Place

27. Paul Eck,
    Hamilton Philharmonic Orchestra

28. Dan Penrose
    Player's Guild

29. Ruth Slater)
    Steven Thomas) Opera Hamilton

30. Peter Mandia,
    Theatre Aquarius Theatre Aquarius

31. Marnie Paikin*
    Theatre 55 Foundation

32. Frank Denardis
    Television Station CHCH

33. Gord Neufeld
    Edmonton Symphony Orchestra

34. John Shepherd, Dofasco

35. Tom Van Zuiden, Dofasco

36. Ross Craig, Dofasco

37. Jack Craven, Dofasco**

38. Benny Nichol, Clarkson Gordon

39. Peter Smith, Architect

40. Jim Carmen, Westinghouse Canada

In addition, numerous contacts were made in the arts community in Ontario, with producers, managers and artistic directors and municipal arts authorities. These are listed in Appendices 4, 5 and 6.

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